

**DEVOLUTION OF GOVERNMENT SERVICES AND PERFORMANCE OF  
COMMUNITY EMPOWERMENT PROJECTS IN KENYA: A SURVEY OF  
COMMUNITY PROJECTS IN KWALE COUNTY**

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**DECLARATION**

This research project is my original work and has not been presented for an award in any other university

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This project has been submitted for examination with my approval as a University Supervisor.

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## **DEDICATION**

I dedicate this work to my father Mr. Kombo for his encouragement within my academic studies.

## **ACKNOWLEDGEMENT**

I acknowledge my supervisor Dr. Juster Nyaga for guiding me throughout this project writing. Special appreciation goes to the staff at the Management University of Africa for making positive impact in the life of students. Finally, I acknowledge the County government of Kwale for providing me with preliminary data which helped to come up with the target population.

## ABSTRACT

The county government was intended to bring government services to the grassroots and, hence, empower the citizens in various ways through various undertakings. Various services, including finances, structures, public participation, and capacities to develop human resources, are envisioned to ensure programs undertaken at local levels are performing as expected and their impacts are felt by society. However, reports and studies have indicated that the expectations are yet to be achieved and the people are yet to reap these benefits. The initiated community empowerment project has not been meeting expectations, and its impact on community wellbeing is not felt. This study sought to determine the devolution of government services and performance of community empowerment projects in Kwale County and had financial resources, human resource capabilities, public participation and leadership accountability as variable. Descriptive research design was used with a target of 133 community empowerment projects within Kwale County. The variable relationship was determined through regression model. The relationship between public participation, human resource capabilities, financial resources, leadership accountability and the performance of community empowerment projects was determined using regression correlation analysis. In conclusion, addressing funding challenges through diversified sources and improved financial management practices is essential for maximizing the effectiveness of community empowerment efforts in the region. Skilled and knowledgeable personnel drive effective project implementation, enhance community engagement, and contribute to sustainable outcomes. Addressing human resource challenges through targeted investments in training, recruitment, and leadership development is essential for maximizing the impact of empowerment initiatives in the region. Active involvement of community members enhances the relevance, effectiveness, and sustainability of projects by fostering ownership, transparency, and innovative problem-solving. Accountable leaders enhance project implementation, foster community trust, and ensure effective resource management. Addressing challenges related to accountability and implementing robust structures for transparency and oversight are essential for maximizing the positive impact of empowerment initiatives in the region. The study recommends that, the county should adopt sound financial management practices, including detailed budgeting, regular financial reporting, and transparent accounting procedures. This helps in tracking expenses, preventing mismanagement, and ensuring that funds are used effectively. All relevant parties-including the federal and local governments-should have a well-defined plan in place for how they intend to fund their community empowerment initiatives. This would ensure that the projects are finished in the way required to meet the predetermined objectives. The county should develop strategies to recruit skilled individuals who have relevant experience and expertise. The county should also create supportive work environments and career development opportunities to retain experienced staff and volunteers. Consider providing performance-based incentives, recognition programs, and opportunities for career advancement. The county should conduct awareness campaigns to inform community members about the project's objectives, benefits, and their roles in the process. Educating the community on the importance of their participation can lead to more active and informed involvement. The county should encourage leaders to model ethical behavior and accountability in all aspects of project management. Ethical leadership fosters a culture of integrity and responsibility among project staff and stakeholders. The county should reward leaders and team members who demonstrate strong accountability and performance to motivate them take ownership of their roles.

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## **ABBREVIATION AND ACRONYMS**

<b>CRA</b>	Commission on Revenue Allocation
<b>KM<sup>2</sup></b>	Kilometre Squared
<b>KNBS</b>	Kenya National Bureau of statistics
<b>NACOSTI</b>	National Commission for Science, Technology and Innovation
<b>NGOs</b>	Non-governmental organizations
<b>SHD</b>	Sustainable Human Development
<b>SPSS</b>	Statistical Package for Social Scientist

## **OPERATIONAL DEFINITION OF TERMS**

<b>Community Empowerment</b>	The method of giving communities more power over their own lives.
<b>Devolution</b>	This is the procedure of granting the local community the authority to rule as a means of to exercising democracy and creating friendly environment among people and with both national and local government.
<b>Financial Resources</b>	This how County Government have obtained and mobilized monetary resources or allocated the raised revenues to the benefits of its community in such a way that it influences the performance of the community-based projects. It is a situation where finances are provided on a timely and adequate to support the community empowerment projects.
<b>Human Resource Capability</b>	The processes that are ingrained in the implicit and tacit knowledge of project participants are what allow human resources to be acquired, developed, nurtured, and used in a dynamic and special setting.
<b>Leadership Accountability</b>	This is a practice where the leadership in charge of the public resources are responsible for the actions related to the usage of the resources. Leadership in the County office are expected to report on the usage of the resources allocated to County in terms of their usage for the right purpose such as towards the success of the community empowerment projects.
<b>Public Participation</b>	This is the involvement of the local citizen in the activities involving the delivery of the devolved government services towards better outcome of the undertakings. The public can be consultants drawing of the project budget, provision of labour, gender consideration and minority considerations

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.0 Introduction**

The chapter discusses the background of the study which relates to the study variables, statement of the problem, both specific and general objectives of the study and significance of the study.

#### **1.1 Background of the Study**

United Nations Development Program (UNDP) has been promoting the approach of government exercising demographic and being friendly to all her people by assigning the power of government to local people (Cornell and D'Arcy, 2020). Devolution enhances this by ensuring the community participate in their own development through coming up with various interventions and ensuring they achieve their purpose. Ika, Diallo, and Thuillier (2018) assert that projects are essential instruments for advancing wellbeing and achieving development. Donor support does, however, come with several drawbacks, such as inadequate money management, erratic donor financing, and subpar national governance practices (Management Sciences for Health, 2018). According to Nikkhah and Redzuan (2019), community development is difficult to accomplish without the participation of the community's members. Participation guarantees local community ownership of the project.

From an international perspective; Chess and Purcell (2019) have noted that demand-driven sustainable community development is necessary, based on lessons learned from successful community initiatives in Western Canada. The execution of community development projects programs creates a supportive atmosphere and grants the community the legal authority to take charge of, own, and be accountable for the projects after they are finished. They said that including young people directly in community initiatives guarantees that they was able to take charge of the decisions that directly affect their life. They came to the conclusion that community empowerment would result from community engagement in the execution of community development initiatives.

While in Asia, Chess and Purcell (2018) noted that demand-driven community development is necessary for it to be sustainable. These findings stem from effective youth-public participated community development initiatives in western Singapore, Pakistan, India, and Nepal, among other

places. Chess and Purcell (2018) also pointed out that the execution of community development project programs creates a supportive atmosphere, and that youth have the legal authority to take charge, own, and be accountable for the projects they complete. Moreover, youth involvement in community projects guarantees that the youth can make decisions that will directly affect their lives. They came to the conclusion that youth empowerment would result from youth participation in the execution of community projects. In order to enhance the community's economy, all change agents should mentor the young people living there to fully engage in and contribute to community development initiatives that aim to increase their well-being.

According to UNECA, 2020 a fundamental right of the people to actively and completely participate in the decision-making process regarding matters that impact their lives, such development initiatives, is viewed by the Africa Charter on Popular Participation in Development and Transformation as both a means and an end in itself. A study conducted in Mali, Brett, Margaret, and Tammo (2017) found that although putting community development projects into action is a good way to address societal needs, the operation process and the extension of consultative participatory approaches may not always result in sustainable project performance or community development.

Tanga and Mundau (2018) evaluated the effects of community empowerment initiatives supported by donors on the reduction of poverty in Zimbabwe. The basic data came from a questionnaire survey given to fifty-two randomly chosen project participants from two nearby NGOs. Additionally, two representatives of the chosen NGOs carrying out the initiatives were interviewed. The results demonstrate a strong reliance on outside money, a disregard for the empowerment approach's tenets, and an inability to significantly enhance the quality of life for project participants. Consequently, it is imperative for companies to implement more robust techniques of empowerment, including project ownership, community engagement in decision-making, and open communication channels. The results also demonstrate the value of providing project participants with training and access to pertinent institutions in order to maintain community initiatives that have the potential to empower communities and end poverty (Tanga & Mundau, 2018).

The 2010 Kenyan Constitution established community engagement and decentralized government in order to uphold and defend the rights and interests of marginalized groups and their

communities. This includes giving information needed to create and carry out laws, rules, and policies. This covers budgeting, approval of development projects, and (County Government Act, 2018). Thus, the involvement of neighborhood organizations in development projects will progressively boost project ownership and long-term success (2018). The constitution of Kenya (2010) recognises the need for inclusiveness and the need to protect the right of her citizen.

The constitution has specifically, indicated the need to recognise the right for minorities and marginalized communities and groups. In this regard it has put it mandatory that everyone is entitled to development as a right and this is reflected in the culture and practices in County government which came up as a result of devolution. Individuals and groups in local community can now access various government services and opportunities with ease (Muia, 2018). He added that presence of the County government has created framework that has facilitated local solutions to local problems through various intervention which are customised to the identified local problems. Bosire (2019) indicated that although the constitution of Kenya 2010 developed an inbuilt mechanism to prevent the abuse of powers, there is no spring point which enhances capacity of individuals and communities to use these constitutional safeguards.

### **1.1.1 Global Perspective**

Warner (2018) indicates that community empowerment projects enhance the access to financial resources, technology, and information is vital. This can include microfinance, educational tools, or infrastructure improvements. The World Food Programme's Cash-Based Transfers in various countries, the World Food Programme uses cash-based transfers to empower communities to purchase food and other essentials locally, which stimulates local economies and gives people more control over their resources.

According to Gray (2018), community empowerment projects enhance promotes and enhances health Initiatives. A community health programs can include vaccination campaigns, health education, and improving access to medical care. The Community-Led Total Sanitation (CLTS) (Various Countries) is one of the participatory approaches to sanitation that encourages communities to take action on their own to improve sanitation practices and hygiene. This model has been successful in many countries by promoting community-led behavior change and infrastructure improvements.

### **1.1.2 Regional Perspective**

Community empowerment projects, when examined from a regional perspective, reveal diverse approaches and strategies tailored to specific geographic, cultural, and socio-economic contexts. Each region has unique challenges and opportunities that shape the nature of empowerment initiatives. Many empowerment projects in Sub-Saharan Africa focus on improving agricultural productivity through training in modern farming techniques, access to seeds and fertilizers, and market linkages. For instance, the One Acre Fund among the East African Countries, Uganda, Tanzania and Kenya provides resources and training to smallholder farmers to boost their yields and incomes (Gitau, Abayo and Kibuine, 2020).

Community empowerment projects across different regions are shaped by local needs, resources, and challenges. While the fundamental goal of enhancing community capacity and resilience remains consistent, the methods and focus areas vary widely. Effective empowerment projects often involve a deep understanding of local contexts, active community participation, and adaptive strategies to address regional-specific issues. Projects often target improving healthcare access and educational opportunities. Programs like The Health System Strengthening initiatives work on enhancing local health infrastructure and training community health workers among the West African Countries (Kugonza and Mukobi, 2020).

### **1.1.3 Community empowerment projects in Kwale County**

Community empowerment projects in Kwale County are diverse and multifaceted, addressing the region's unique needs and opportunities. While these projects make significant strides in improving livelihoods, health, and education, they face challenges related to infrastructure, resource access, and social factors. Successful community empowerment in Kwale requires continued collaboration, adaptive strategies, and a strong focus on addressing local context-specific issues (Mugambi and Theuri, 2018).

The Microfinance and Small Enterprises organizations like Kwale Women Development Project provide microloans and training to support small businesses and cooperative groups. This helps improve financial stability and economic opportunities. Tourism and Craftsmanship initiatives promote local crafts and tourism as economic activities. Projects like the Kwale County Craft Centre support local artisans by providing markets and training to enhance their products' quality and reach (Muraga, 2020).

Women's Empowerment programs in Kwale County focus on empowering women through leadership training, advocacy, and support for women's groups. This includes initiatives like the Women Enterprise Fund, which provides financial and technical support to women entrepreneurs. Youth Leadership Programs within Kwale County aimed at building leadership skills among youth, including training in civic engagement and entrepreneurship, help foster a new generation of community leaders (Wacera, 2019).

#### **1.1.4 Performance of Community Empowerment Projects**

The success of community empowerment initiatives at the county government level can be gauged by how closely the services provided adhere to the preferences of the populace and their timeliness (Muriu, 2019). He added that this performance can be the degree to which decisions and final services reflect the requirements of the public as expressed in projects Kobia and Bagaka (2020) added that the performance of the community empowerment projects amidst devolved government can be measured by the level of accountability which is the practice where individuals involved are accountable for their actions after making them known. In this instance, it concerns the degree to which county government officials inform the public of the resources at their disposal and the timeliness with which the requirements have been met.

According to Wamae (2019) notes that administrative framework, personnel and financial resources, and a distinct division of responsibilities-all of which, regrettably, many county governments lack-are necessary for the successful devolution of government service delivery. However, Wamae fails to provide any examples of how effective citizen involvement, strong administrative, financial, and financial capacity have improved community welfare.

#### **1.1.5 Devolved Government Service Delivery**

One of the important themes of government which have been recognised in both developed and developing world is decentralisation (Blunt and Turner, 2017). This approach has been embraced especially by nations which seek to obtain an approach to advance responsibility of the government service delivery and empowerment of the community (Elsageer and Mbwamb, 2018). A measure of the performance, effective and efficiency put in place and proper separation of the functions at

County levels (Muriu, 2019). The resources should be allocated in such a way that they match the need to the citizens which have been clearly identified using the structures put in place.

The Section 11 (Cap 11) of the establishment of County Government is expressly permitted by Constitution-devolved Government and by March 2013 there was a political choice that established close cooperation between 47 district governments and the focal authority (Wangari, 2018). Therefore, political, financial, and managerial decentralization-three types of decentralization that have been long desired-were produced by Kenya's devolution of administrative arrangements (Kenya School of Government, 2019). In Kenya, devolution has faced difficulties due to claims and denials that it has been let down by different powers. The largest issue at hand is how to efficiently manage the recently established devolution structures, roles, and resources to fulfill the anticipated service delivery, such as empowerment of vulnerable groups like women, youth, and the elderly and so on (Mugambi and Theuri, 2018). This challenge has been experienced in a number of Counties within Kenya Kwale inclusive.

#### **1.1.6 Financial Resources**

Oyeyipo (2018) revealed that, adequate financial resources enable community empowerment projects to expand their scope and improve the quality of interventions. For instance, projects with sufficient funding can provide comprehensive training, better infrastructure, and high-quality materials, leading to more impactful outcomes. This could mean improved agricultural techniques, better health services, or enhanced educational facilities. Financial stability is crucial for the sustainability of community empowerment projects. Projects with secure funding sources are more likely to achieve long-term success and create lasting benefits. Projects that struggle with intermittent or insufficient funding may face challenges in maintaining activities, leading to reduced impact over time (Wasserman, 2020). Financial resources can also influence community engagement and participation. Projects with adequate funding can offer incentives or support to encourage active community involvement, while underfunded projects might struggle to engage the community effectively. Strong community participation is essential for the success of empowerment initiatives (Mwathi, 2019).

#### **1.1.7 Human Resource Capabilities**

Human resource capability is the routine included in the tacit and implicit knowledge of organisational members for the purpose of obtaining, fostering, deploying, and redeploying human

resources in a dynamic and competitive environment (Wangari, 2018). According to Elsageer and Mbwamb (2018) human resource capabilities forms a source of competitive advantage as it ensures members of the organisations have competences in terms of experience, skills, attitude and knowledge that makes them inimitable and a rare valuable resource (Mugambi & Theuri, 2020). In ensuring performance of the community empowerment projects at a devolved section, human resource capability provides the competencies, trainings and motivates the project staff to steer the projects to the set goals. The methodical process of learning and growth known as human resource management helps people get the knowledge, viewpoint, and mindset necessary to run a business successfully. It highlights both the chance and the necessity of using one's knowledge to learn and develop. Information is meaningless without the chance to put it to use, which comes via exposure. Recall that resources encompass more than simply personnel; they also comprise the funding required to carry out the project, the places where it will be conducted, and any particular equipment. Timelines and deadlines must be closely examined in order to properly manage resources (Gitau, Abayo, & Kibuine, 2020).

#### **1.1.8 Public Participation**

Kenya constitution 2010 and government act of 2012 give constitutional right for public participation. For a successful decentralized administrative capacity, adequate financing and public participation is required (Warner, 2018). He added that improvement of the appropriate functioning of local authorities requires linking the communities at the community levels by proper participation. According to Cheema (2017) public participation occurs at a different degree in different countries within Africa. For instance, he mentioned that in 45 percent of respondents in Cape Verde indicated local government have moderately developed mechanisms to ensure public participation, in Egypt 70 percent felt there are mechanisms which ensure participation, in Nigeria 69 percent and in Kenya and Gabon 44 percent indicated local government has built mechanisms for public participation. This implies that as much as there is an indicator of public participation in local authorities there still remain a myriad challenge which limit participation which consequently would also limit the community empowerment.

#### **1.1.9 Leadership Accountability**

Leadership accountability refers to the virtuous practice where service providers are accountable for their deeds while carrying out their duties and make them public. World Bank (2019) indicated

that devolution is a form of good governance theory practiced by the leadership to ensure success of the governance in local government offices. The level of leadership accountability can be measured by their ability to make it possible for the public to access accurate information in terms of resources available, financial indicators, budgets and so on (Devas and Grant, 2020).

Norzailan, Othman and Ishizaki (2020) revealed that, accountable leadership ensures that community empowerment projects are implemented effectively and efficiently. Leaders who are transparent about decision-making processes, resource allocation, and project progress are more likely to achieve project goals and meet community expectations. When leaders demonstrate accountability, they build trust and gain the support of the community. This trust is essential for fostering collaboration, encouraging active participation, and securing local buy-in. High levels of trust and support can lead to better engagement and more successful project outcomes.

Leadership accountability is crucial for proper management and utilization of resources. Accountable leaders are more likely to use financial and material resources judiciously and avoid mismanagement or corruption. This effective resource management helps in achieving project objectives and ensuring sustainability. Accountable leaders promote transparency and regular reporting, which are essential for tracking project progress and addressing issues promptly. Transparency in leadership helps in identifying and resolving challenges early, thereby improving project performance and stakeholder confidence (Kriger and Zhovtobbryukh, 2019).

#### **1.1.10 County Government of Kwale**

This county has a population of 866,820, according to the 2019 demographic, and a total coverage area of 8,267 KM<sup>2</sup>. Kwale County has a total of six sub-counties/ constituencies including Kwale, Kinango, Lungalunga, Matuga, Msambweni and Sambur with a total of twenty wards. There are 173,176 households and 105 people per square kilometer of inhabitants. Kwale County economic activities have remained stable at leadership accountability a rate of 1.1 percent (Wamae, 2019). The County has established and set its operations as per the Governments' 'Bottom –up Economic Transformation Agenda' to ensure the implementation of key flagship projects which aims at empowering her community. The main projects which aim at empowering the community within the County include establishment of fruit processing plant in Shimba Hills. Additionally, more than ten projects are being implemented in the region public participating on the housing units'

discussions so as to reduce the price of mortgages and construction supplies to increase access to affordable homes within the County (KNBA, 2019).

## **1.2 Statement of the Problem**

Promulgation of the constitution 2010 made it possible for the dispensation of new constitutional order after a long struggle, a document which was hoped to bring about new and better Kenya after devolution (Mukabi, Wawire, & Chepng'eno, 2019). There was a move from unitary system of government to dual. The County Government was intended to bring the government services to the grass-root and hence empower the citizens in various ways through various undertakings. Various services including finances, structures, public participation and capacities to develop human resources were envisioned to ensure programmes undertaken at local levels perform as expected and their impacts are felt by the society. However, reports and studies have indicated that the expectations are yet to be achieved and the people are yet to reap these benefits (Mukabi et. al., 2019).

County Governments continue to experience incapacitated workforce due to lack of finances to carry out training and development, attracting the human resources capacities that are unable to support the public participation and hence their undertakings do not meet expectations (World Bank, 2018). There has been inefficient mobilization of the resources and inadequate systems to smoothly run the operations have not been realised. This has been necessitated by untrained employees that would champion the devolution agenda. According to Besley and Burges (2020), community-based projects continue to fail at a high rate despite the resources allocated to the same. Additionally, the County and National government have not done what they are expected to support these projects and they have recognised the challenges associated in offering effective services especially among the poor.

Past studies have been carried out on determinants for effective service delivery due to devolution (Dimba and K'Obonyo, 2018), however, these studies looked at variable among many variables which may influence the service delivery among the devolved government. Thus, this study presents a gap on looking at one side and hence their findings may not be conclusive. The current study investigates multiple variables in order for the findings to be more conclusive and hence can be generalised. Other past studies such as Kehoe and Wright, 2020; Stacy 2016 did a study in areas of decentralisation of the National government; effect of public participation in offering the

services in local government (Moyi and Mukaya, 2017). This indicates that the Kenyan related issues have not been clearly discussed in the literature. Therefore, the contextual gap which this study aimed at filling by looking at the effects of devolution of government services and performance of community empowerment projects in Kenya: a survey of community empowerment projects Kwale County. This is also important considering that the government of Kenya have put in a lot of effort and resources towards ensuring that through the devolution, the community are empowered.

### **1.3 Objectives of the Study**

#### **1.3.1 General Objective**

To examine the devolution of government services and performance of community empowerment projects in Kenya: a survey of community empowerment projects Kwale County

#### **1.3.2 Specific Objectives**

The specific objectives were:

- i. To examine the effect of financial resources on performance of community empowerment projects in Kwale County
- ii. To determine the effect human resource capabilities on performance of community empowerment projects in Kwale County.
- iii. To establish the effect of public participation on performance of community empowerment projects in Kwale County
- iv. To find out the effect of leadership accountability on performance of community empowerment projects in Kwale County

### **1.4 Research Questions**

The following inquiries are the public participation of the research:

- i. To what extent does the financial resources affect performance of community empowerment projects in Kwale County
- ii. Do human resource capabilities affect performance of community empowerment projects in Kwale County?
- iii. How does public participation affect performance of community empowerment community in Kwale County?

- iv. To what extent does the leadership accountability affect performance of community empowerment projects in Kwale County

### **1.5 Significance of the Study**

This research study was used in identifying and establishing community empowerment projects performance in Kwale County and other institutions can use as a strategic concept for their contribution to improving the performance of community projects. The study was used in discovering the need, to re-orient project choices concerning performance of community based projects within the county to turn these projects to be viable. The study findings are significant to the Kwale County and other institutional players in assessing the need to address project performance and their impact on the completion rate.

The study will help national government, Kwale County Government, community empowerment projects, policy makers and academicians. Development projects such as community empowerment projects have been facing challenges of non-performance in terms of experiencing cost overrun, untimely completion and not meeting the standards set among other challenges.

Findings of this study provide a potential of establishing and shedding lights on how the devolved services such as finances, labor, functions and other structures have influenced the community empowerment projects. This may encourage more community coming in groups and establishing the projects which improves their standards of living. In this case, they will be able to utilize the devolved services effectively to improve their projects.

The **findings will assist** both National and County Government in coming up with more appropriate policies which enhance the performance of the development projects such as community empowerment projects. They may use the findings to account for financial resources allocated for such projects more effectively. Additionally, they will be able to know how devolved functions, human resource capabilities and structures have enhanced the performance of such projects.

The academicians and other researchers / scholars used the study findings to form a basis for their literature when carrying out studies in the related filed. Additionally, it will help to expand or advance the knowledge for devolved government and performance of community empowerment projects.

## **1.6 Scope of the Study**

The study was conducted to determine the devolution of government services and performance of community empowerment projects in Kenya: a survey of community empowerment projects Kwale County. The study targets 133 community empowerment projects in Kwale County. This study applied. Financial resources, resource capabilities, public participation and leadership accountability were applied as the main factors which influence the research topic. This study was conducted between October, 2022 and June, 2024.

## **1.7 Chapter Summary**

The basis of this study is a survey of community empowerment projects Kwale County. The review of the background involves global, regional and local perspectives related to the study variables. Thus, the study objectives as well as the problem statement were analyzed to clearly give the factual results.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This chapter contains theoretical framework, empirical literature review, and conceptual framework. Empirical literature review has addressed how research topic links with financial resources, human resource capabilities, public participation and leadership accountability.

#### **2.1 Theoretical Literature Review**

In order to guide the research in terms of identification the study variables and show the relationship which exist, theories are necessary (Trochim, 2006). Therefore, this study variable is informed by Stewardship theory, The Soufflé Theory and Stakeholders Theory.

##### **2.1.1 Stewardship Theory**

Stewardship theory was development by Donaldson and Davis (1991). The theory was developed as a new way of understanding the relationship which may exist between the management of the company and the owner. In these managers are given a mandate to act responsible stewards of assets they control and they are left on their own to do so. According to Donaldson and Davis, steward theory is handling something with care and responsibility that has been given to you and to better serve the owners' goals, the theory has been expanded to encompass the administration of another's property or resources.

Donaldson and Davis (1991) according to stewardship theory, if offered the choice between acting in an organization's best interests and acting selfishly, a steward will value cooperation more than defection. The purpose of stewardship is to enable a business to act in a way that safeguards the interests of shareholders and makes decisions on their behalf so that the stakeholders can benefit and an effective organization can be built.

There is a connection of this theory with this study as by the national government devolving the services to the county levels, they entrust the local government to ensure the devolved services benefits the community. For instance, the financial resources are devolved for a given purpose such as for the implementation of development projects. They are entrusted to ensure the human resources employed at the County level have the right qualifications to ensure they execute their duties effectively. Additionally, the County government is expected to come up with structures

and functions which enables achievement of the local development and empowerment of the community and in this case empowerment of the projects. Hence the theory informed in study variables financial resources, human resource capabilities, public participation and leadership accountability. Since stewardship theory informed on the greater section of the study was on the number of variable taken as the anchor theory and this supported financial resources, human resource capabilities, public participation and leadership accountability.

### **2.1.2 The Soufflé Theory**

Parker (1995) established the Soufflé Theory. Decentralization is a multifaceted process that involves both successes and setbacks. The hypothesis reveals that, for it to expand similarly to a soufflé, the correct combination in the right amounts is needed. This suggests that all facets of political, economic, administrative, and structural decentralization must be included into the transitioning process for devolved government programs to succeed (Parker, 1995).

According to the constitution, local elected officials get legislative and policy authority from the federal government in the case of devolved government service delivery (Azfar, 2019). Consequently, the notion may be challenged on the grounds that, as local administrations are not accountable to the local populace, granting them greater decision-making authority is insufficient to achieve successful devolution (Farooq and Shamail, 2018). This means that different strategies, including media and non-governmental organization (NGO) monitoring through third parties. Azfar indicated that the central government should come up with structures which clearly indicate the separation of the functions and provide adequate resources to the county government for them to be successful. Thus this, theory informs on the leadership accountability as one of this study variables.

Underlying Kenya's devolution is the Soufflé principle. The theory holds significance in this study as well, as it offers a comprehensive comprehension of the decentralization processes in Kenyan county governments, specifically in relation to financial, administrative, and human resources, and their effects on community empowerment initiatives. The theory is supports study variables financial resources, human resource capabilities, public participation and leadership accountability also performance of community empowerment projects (Muriu, 2019).

### **2.1.3 Stakeholders' Theory**

The study was also informed by stakeholders' theory by Freeman (1984). Later the theory was improved by Freeman, Harrison and Wicks (2007). Stakeholders are an individual who may tend to have a certain interest within a certain firms' process and its outcome and upon whom the organizations depend on for the achievement of its goals. According to stakeholder theory, effectiveness in managing organization is to have a system which promote practical, effective, efficient and ethics. The theory indicates that stakeholders who are managed well reciprocate with positive attitudes and behaviors such as sharing information and remain loyal even during difficult times which enhances efficient. The theory indicate that effectiveness of well managed stakeholders is seen when they are able to make better decisions which harness the energy of stakeholders in fulfilling the goals of the organization (Freeman, Harrison and Wicks, 2010).

The attributes which are promoted by the stakeholder's theory including practical, efficient, effectiveness and ethical (Freeman, Harrison and Wicks, 2007) are very relevant in the Devolved government in ensuring sound resource allocation that promote the performance of the community empowerment projects. For instance, by properly managing the stakeholders promote the public participation and also grow the human resources capabilities. Stakeholders in case could be citizens, local government, national government and individuals directly involved in the project implementation. The project stakeholder's are expected to drive the projects in such a way that the impacts are felt by the community. In its application for this study, stakeholder theory helps in managing key project stakeholders (community) in terms of meeting their interests and improving their wellbeing. Management of stakeholders means they participate in key decisions regarding the projects and they are able to build their capacities in such a way that better performance is recorded. Thus, stakeholders deserve to be treated with fairness, honesty, with generosity and allocated adequate resources to satisfy their needs. The theory supports variables of study, financial resources, human resource capabilities, public participation and leadership accountability also performance of community empowerment project.

## **2.2 Empirical Literature Review**

This section provides for past studies in Kenya and outside in relation to the study variables including financial resources, human resources capabilities, public participation, leadership accountability and performance of projects

### **2.2.1 Financial Resource and Performance of Projects**

The first draft of county chiefs' polls took shape in 2013 following 2010 constitution. As per the law the unit is allocated a particular percentage of the national revenue collection. These allocations are made in such a way that consideration for the infrastructures is made such that those Counties with poor infrastructures and vulnerable community are given more allocation. Consequently, Counties are expected to mobilize their own funds by identifying and putting in place systems for collecting money from lands rates and parking fees. Kimenyi and Meagher (2018) reported that in Kenya, the Kenya Commission on Revenue Allocation makes decisions regarding revenue distribution and they are mandated to ensure objective allocation of revenue between the County and National Government to enhance smooth running of the projects at each level. Although there has been a big challenge in determining the effective ways of allocating the financials to the two bodies, the Kenya Commission on Revenue Allocation have adopted various measures to establish several areas that may be in need of more resources to enhance acceptability of structures.

Adequate financial resources allow for thorough planning and feasibility studies. This includes detailed budgeting, resource allocation, and risk assessment. Proper planning, fueled by sufficient funds, enhances the likelihood of project success. With adequate funding, projects can afford to conduct extensive feasibility studies and explore a broader scope of options. This reduces the risk of unforeseen issues and enhances the alignment of project objectives with available resources. Financial resources directly impact the quality and efficiency of resource allocation. Projects with ample funds can afford skilled personnel, high-quality materials, and advanced technology, which improves overall performance (Muriu, 2019)

Stacey (2016) carried a study on 'The Challenge of Complexity in Kenyan Counties: Strategic Management and Organizational Dynamics'. The Study involved staff working at County levels and in finance department who were 306 in number. Interview method was applied to collect primary data. The findings indicated that key to performance of any community-based project is the financial resources and counties must device procedures which are adequate in ensuring revenue generation through proper policies. The study also found that there are inadequate control mechanisms which are not adequate to stamp out fraud and corruptions from Counties.

Mokaya and Moyi (2017) did a study which had a descriptive research approach focused on thirty-one employees of Kiambu County's financial office. Questionnaires were instrument for data collection. Additionally, they have not been able to come up with the strengthened domestic revenue mobilization structures and strategies. The study also indicated that for counties to attain sufficient proceeds in revenue collection they need to have effective and sufficient human resource to mobilize local civilians to pay county levies. The County has been reported to lack relevant financial approaches and also to compromise by laws which have significantly reduced income creation and revenue collection. Additionally, devolution had given county governments some discretion over investment and spending decisions. The study advised the County government to use more targeted methods to raise additional funds in order to ensure project performance and compliance with requirements.

Sufficient funding helps in adhering to project timelines by ensuring that necessary resources are available when needed. Delays due to financial constraints, such as waiting for funds to purchase materials or pay staff, are minimized. Projects with adequate financial resources are better positioned to handle risks and uncertainties. They can allocate funds for risk mitigation strategies, such as contingency planning and insurance, which enhances stability and reduces the impact of potential disruptions (Muraga, 2020).

Calmal (2019) conducted a study and specifically looked public participation on determining the monetary allocation at County level government, mechanisms for resource mobilization and utilization of funds. The study found that devolution might have made regional disparities in public expenditure and economic results worse, which would have limited community empowerment. The study gave common problems related to devolution in terms of its ability to enhance performance of projects geared towards community empowerment. They include lack of accountability to public finances which is brought about inappropriate accounting procedures. In comparison of their findings with other studies (Akin, 2018) study indicated that in Uganda during decentralization, spending on basic healthcare decreased from 33% to 16%.

Financial resources provide a buffer for unexpected expenses, ensuring that projects can address unforeseen challenges without derailing progress or requiring significant compromises. Increased financial resources enable investments in higher-quality inputs, which can improve the overall quality of project deliverables. This includes better materials, advanced technology, and more

experienced personnel. Projects with sufficient funds can focus on meeting or exceeding performance metrics, such as scope, schedule, and quality, as they can invest in necessary tools and practices to ensure successful outcomes (Wacera, 2019).

Adequate financial resources allow for competitive compensation and incentives for project staff. This can lead to higher motivation, increased productivity, and better performance. Funding can also be allocated for staff training and development, enhancing skills and capabilities, which directly impacts project efficiency and performance. Financial resources enable better communication and management of stakeholder expectations. Regular updates, transparency, and effective problem-solving are facilitated by having the necessary funds. Meeting or exceeding stakeholder expectations is more feasible with sufficient financial resources, as the project can deliver high-quality outcomes and adhere to agreed-upon standards (Mugambi, 2018).

### **2.2.2 Human Resource Capabilities and Performance of Projects**

A study on impact of strategic HRM strategies on Kenyan parastatals' performance conducted way back by Murage had considered human resource capability as one of the key influences of the performance of the parastatals. In their analysis the study found that better performance of any organization can be enhanced by building the capacity to human resources to make them valuable resources with right characteristics. Additionally, Human resource capability creates a competitive advantage by minimizing the cost of operations and taking advantages of the opportunities and threats which leads to a better performance. The analysis which was done in this was mainly descriptive. The inferential and descriptive statistics were both employed in this study.

Human resource capabilities are integral to project performance, influencing every aspect from planning and execution to completion. The skills, expertise, and motivation of the project team impact the quality of deliverables, efficiency, risk management, and overall success. Investing in training, fostering positive team dynamics, and ensuring effective leadership and resource management are key to maximizing the impact of human resources on project performance. Teams with strong capabilities and effective management are more likely to achieve project goals and deliver successful outcomes.

Wan (2016) research study discovered that, in terms of job satisfaction, employee dedication, and productivity, there is a substantial positive association between staff competences, attitudes,

experiences, and performance of community empowerment programs. However, this research study indicated that for a given indicator of the performance of the organization, a specific strategic human resource is required. For instance, for financial performance trainings such as financial management are needed. This study was relevant in the current study as the indicators for human resource capabilities were established to include skills, experience, training and knowledge.

Strong communication skills facilitate better coordination among team members, ensuring that information is accurately shared and understood. This leads to smoother workflows and fewer misunderstandings. A cohesive team with good interpersonal relationships tends to work more effectively together, enhancing productivity and overall project performance. Positive team dynamics contribute to a supportive work environment and collaborative problem-solving (Bosire, 2019).

Dimba and K'Obonyo (2018) conducted research to ascertain whether employee motivation moderates a link on human resource practices and success and whether these practices had an impact on performance of community empowerment programs. The study discovered a link on the organization's performance and its strategic use of people resources. Nonetheless, when taking into account the same factors for strategic HR practices, performance increased when steps were taken to consciously inspire personnel. Therefore, the link of organization's performance and its strategic human resource policies was modulated by employee motivation. Although this study informed the current study in terms of including human resource capability as one of the hypothesized variables for performance of community empowerment projects, the study has methodological gaps where it does not indicate if multiple regression was carried out despite using multiple variables. Current study fills the gap by clearly stating the multiple regression analysis since it involves multiple variables.

Kehoe and Wright (2020) did a study on 'Employee attitudes and behavior are affected by high-performance human resource practices in South Africa'. The multiple regression model was the primary analytical tool. According to the report, a company needs to use the right competencies in order to deploy or utilize human resources successfully. As a result, the resources become latent and have the potential to produce important services that will only materialize when they are put to good use. The research also revealed a connection between resources and skills once combined together as they help to attain the competitive advantages. Building the capability of human

resources ensures effective utilization of them for the better performance of the undertaking. Once the national government has ensured effective devolution of the resources required to develop effective human resource capabilities then the right skills, experience and motivation was created and the community was empowered through the creation of the projects which are tailored towards solving the community problems.

Effective leadership is crucial for guiding the project team, setting clear goals, and motivating members. Strong leaders can inspire the team, manage conflicts, and make strategic decisions that align with project objectives. Competent project managers with experience in planning, scheduling, and risk management can better navigate challenges and ensure that the project stays on track. Their ability to manage resources, timelines, and stakeholder expectations is vital for project success (Chess, 2019).

### **2.2.3 Public Participation and Performance of Projects**

Ndung'u (2018) carried out a study on a link of resource mobilization and service delivery among County offices and revealed that, county governments are mandated to provide to the citizens with public goods and services using the financial resource provided by the state. County governments are expected to account for the public expenditure. The study pointed out that the design and implantation of a decentralized form of government can have a significant impact on how resources are allocated overall in the County. The study recommended that for development and empowerment of community to facilitate better, sound and efficient use of the resources.

Kugonza (2016) study on impact of public involvement on service performance in Uganda's Buikwe District local government, enhancing effective service delivery and also in determining the contributions which are made by public to the local authority and in ensuring they access relevant information. Questionnaire was method of collecting data. The study found that public awareness and contribution had a positive impact on the ability of the authority to offer services to the community. Specifically, the study found that these aspects enhanced in building trust between the community and local authority, created equality among community members, created openness which enhanced integrity and honesty with the leaders. This study presented contextual gap in that it only looked at public participation as one of the devolved services and its effect on community empowerments in terms of services provided in form of projects. This study bridges

the gap by including other devolved services which may performance of the community empowerment projects. Additionally, the current study looks at the effect of this specific variable in the local contents (Kwale County in Kenya).

Public participation significantly impacts project performance by enhancing relevance, acceptance, and outcomes. Engaging the public fosters transparency, builds trust, and leverages local knowledge and resources. It also contributes to better risk management, increased accountability, and improved implementation. By involving stakeholders in the planning and execution phases, projects are more likely to achieve their objectives, meet community needs, and ensure long-term success. Effective public participation is therefore a critical component of successful project management and execution (Purcell, 2019).

Opiyo, (2017) studied on effect of the feedback method, a cornerstone of community engagement, on effectiveness of Kenya's decentralized leadership systems. Individuals working in the offices of devolution formed the respondents and the sample size was 400. Interview and questionnaire enhanced primary data collection which was analyzed quantitatively using SPSS. The research discovered a positive link of effectiveness of decentralized leadership systems in Kenyan counties and feedback mechanisms. The study also found that better performance can be enhanced by creating a successful execution of decisions through allowing public participation. Additionally, proper supervision and assessment of the public participation through feedback mechanisms is very paramount in enhancing better performance. Basic education and proper means of communication is needed to facilitate flow of communication to the local community. This study presented a scope gap in that it only concentrated on one variable and also looked at decentralized administrative services ignoring other services which are decentralized for effective and holistic community empowerment.

Public participation promotes transparency by providing clear information about project goals, processes, and decisions. This openness helps build trust between the project team and the community, fostering a positive relationship. Active engagement with the public demonstrates a commitment to considering their views and concerns. This can enhance trust and goodwill, making it easier to garner support and cooperation throughout the project lifecycle. The public often has valuable local knowledge and insights that can enhance project planning and execution. This

knowledge can lead to more effective resource utilization and avoid pitfalls that might not be apparent to external project teams (Wamae, 2019).

Wacera (2019) study specifically involved public in Nyandarua County. The study targeted 232 employees working in the Nyandarua County office. Piloting was done in government offices within Laikipia County. The results were analyzed using multiple regression. The findings indicated a little evidence that community involvement in county development procedures empowers citizens to participate. Moreover, the enhancement of the participation of citizen in budget implementation has helped to improve the resource allocation and citizens involved are willing to monitor the impacts the projects would have on the economic wellbeing of its citizens. The study recommended that government should ensure full participation of the community in budget decisions and implementation at the County level so that the impact can be felt in terms of improving the citizen welfare.

Public participation can also lead to the identification and mobilization of local resources, such as volunteers, community groups, or local businesses, which can support the project and contribute to its success. Engaging the public allows for the early detection of potential issues or concerns that could impact project performance. Addressing these concerns early helps mitigate risks and ensures smoother project implementation. Active participation provides a platform for addressing conflicts and disagreements in a constructive manner. Resolving issues through dialogue can prevent escalation and ensure that project objectives are met.

#### **2.2.4 Leadership Accountability and Performance of Projects**

Kimenyi and Meagher (2018) carried out a study which targeted 47 County offices. Data was collected from the reports filed at county levels which indicate operations for various offices. The research concluded that devolution in many African nations is a result of external pressure from structured parties and the leadership of developed states. Additionally, the study found out that functionality of the devolved structures requires good leadership who listen to the voices of the minority as well as collaboration with them in decision making. However, the study indicated majority of local government leaders have not been aggressive in building firm structures to support devolved services at County levels hence weakening the success of their undertakings. Local Counties have been characterized by political instability and frequent protest by employees

in various sectors within County as well as social actions due to challenges faced such as delayed and low payment. This study therefore extends the scope by including the empirical study so as to validate the findings.

Leaders who are accountable actively engage with stakeholders and address their concerns. They ensure that stakeholder expectations are managed and met, which enhances project support and reduces potential conflicts. By demonstrating accountability, leaders show a commitment to the project's goals and objectives. This commitment is often mirrored by stakeholders, who are more likely to support and participate in the project's success. Accountability in leadership is closely tied to ethical behavior. Leaders who are accountable act with integrity, making ethical decisions and maintaining transparency, which fosters a positive project environment and reputation. Ethical and accountable leadership builds trust among team members, stakeholders, and the community. Trust is essential for effective collaboration and project success (Tanga, 2020).

Accountable leaders are more likely to make well-informed and timely decisions. They take responsibility for their choices and consider the long-term impact on the project, which improves overall decision quality. Leaders who are accountable address issues and challenges proactively. They take ownership of problems, engage in problem-solving, and ensure that appropriate solutions are implemented, minimizing disruptions to the project. They monitor resource usage and make adjustments as needed to prevent waste and optimize performance. Accountability in leadership includes managing the project budget responsibly. Leaders who are accountable track expenditures, control costs, and ensure that financial resources are used judiciously; reducing the risk of budget overruns (Muriu, 2019).

Accountable leaders are vigilant in identifying potential risks and vulnerabilities. They take responsibility for assessing and managing these risks to prevent or mitigate their impact on the project. Effective leaders develop and implement contingency plans to address unforeseen issues. Their proactive approach to risk management helps ensure that the project can adapt to changes and continue progressing smoothly. Leaders who are accountable uphold quality standards and ensure that deliverables meet the required specifications. They take responsibility for the quality of work and implement measures to maintain high standards throughout the project (Moyi, 2017).

Devas and Grant (2020) study assessed impact of leadership on effectiveness of India's devolved divisions. The data collection was through questionnaires. The study found that accountability was vital in determining the officers during the voting. The study indicated that the success of decentralization reforms depended on the community leaders' competences. However, the study indicated that there are weak mechanisms put in place for accountability. As a result, that leads to information lacking on what is available, release of funds taking too long, unsuitable requirements on accounting and rigid stipulation.

A study by Khemani (2021) indicated that there is inefficiency in the County governments which has brought about widespread of corruption among the senior politicians who are opportunistic. They added that there is lack of good governance practices in County offices in Kenya which has led to lack of accountability and lack of other essential elements such as establishment of good structure and legislations for decentralization which are not implemented or enforced with seriousness. That had posed a lot of challenges to the proper implementation and success of the interventions at the County levels as indicated by numerous community projects which do not bring the needed impacts to the community. Hence there is need to look into the issues if any meaningful benefits are to be made at the County and National Government.

Leadership accountability is fundamental to project performance. It influences decision-making, resource management, team motivation, and stakeholder engagement. Accountable leaders provide clear direction, make informed decisions, manage resources efficiently, and uphold quality standards. They also foster open communication, proactively manage risks, and demonstrate ethical behavior, all of which contribute to successful project outcomes. By embodying accountability, leaders create a positive and effective project environment, enhancing the likelihood of achieving project goals and ensuring overall success (Kimenyi, 2018)

### **2.3 Summary and Research Gaps**

The literature reviewed had indicated that devolution of the government structures can lead to better service delivery which consequently can lead to wellbeing of the community. Additionally, good leadership, financial resources and personnel as well as measures to ensure public participation can enhance service delivery and consequently can lead to success of the various undertakings at local levels. The reviewed literature has presented various gaps presented by studies related to the current study and are summarized below.

**Table 1: Summary of the Research Gap**

<b>Author (s)</b>	<b>Year of Study</b>	<b>Title of Study</b>	<b>Methodology</b>	<b>Findings</b>	<b>Key Gaps</b>	<b>Public participation of current study</b>
Kimenyi and Meagher	2018	Decentralization and Development: Prospects for Governance in Decentralized States.	Descriptive research design. Data collection using questionnaire method and analysis involved descriptive statistics	Each unit at County level is allocated a particular percentage of the national revenue collection basing on the needs and it's determined by CRA. The challenges are determining effective way of allocating	The study uses descriptive analysis of the data which brings about unreliable results which cannot be generalized and hence methodological gap.	Current study uses both descriptive, correlational and regression analysis and hence more reliable results
Stacey	2016	Strategic Management and Organizational Dynamics: The Challenge of complexity in Kenya Counties	Descriptive research design. Data collection using questionnaire method and analysis involved descriptive statistics	Key to performance of any community project is the financial resources & counties must device procedures which are adequate in ensuring revenue generation through proper policies. There are inadequate control mechanisms which are not adequate to stamp the fraud and corruptions within Counties leading to increased wastage of	This study did not to explain how the challenges have affected performance of the project. This present a knowledge gap	Current study will not only find the challenges or effects of the devolved government service delivery but also their effects on performance of the community empowerment projects.

<b>Author (s)</b>	<b>Year of Study</b>	<b>Title of Study</b>	<b>Methodology</b>	<b>Findings</b>	<b>Key Gaps</b>	<b>Public participation of current study</b>
				public funds that have led to reduced investment in the beneficial projects.		
Mokaya and Moyi	2017	Tax Reforms and Revenue Mobilization among devolved offices in Kenyan County. A case study of Kiambu County	Descriptive research design. Data collection using questionnaire method and analysis involved descriptive statistics	County is over reliance on the allocation of revenue from the state; they have to come up with the strengthened domestic revenue mobilization structures. Counties can attain sufficient proceeds in revenue collection if they need to have sufficient human resources and encourage local civilians to pay County levies. They lack relevant financial approaches and also to compromise by laws which has significantly reduced income creation and revenue collection	This study was conducted in Kiambu County. Thus, there is a contextual gap. Also, this study looked at one variable only (Financial resources) among many variables which can affect performance of projects. These present the conceptual gap	Current study was conducted in another County (Kwale County) and compares the findings. Current study also looks at various variables to fill the conceptual gap

<b>Author (s)</b>	<b>Year of Study</b>	<b>Title of Study</b>	<b>Methodology</b>	<b>Findings</b>	<b>Key Gaps</b>	<b>Public participation of current study</b>
Muraga	2015	Impact of strategic human resource management strategies on Kenyan parastatals' performance	Descriptive research design. Data collection using questionnaire method and analysis involved descriptive statistics	Better performance of the organization is enhanced by building the capacity to human resources to make them valuable resources with right characteristics. Human resource capability creates a competitive advantage by minimizing the cost of operations and taking advantages of the opportunities and threats which leads to a better performance	This study looked at one variable only (human resource capabilities) among many variables which can affect performance of projects. These present the conceptual gap	Current study uses both descriptive, correlational and regression analysis and hence more reliable results
Kehoe and Wright	2020	The Impact of High-Performance Human Resource Practices on Employee's Attitudes and Behaviour in South Africa	Descriptive research design. Data collection using questionnaire method and analysis involved descriptive statistics	There is a relationship between the resource and capabilities once combined together as they help to attain the competitive advantages. Building the capability of human resources ensures effective	This study looked at one variable only (Human resources) among many variables which can affect performance of projects. These	Current study also investigates at various variables and their effects on the performance of the projects to fill the conceptual gap

<b>Author (s)</b>	<b>Year of Study</b>	<b>Title of Study</b>	<b>Methodology</b>	<b>Findings</b>	<b>Key Gaps</b>	<b>Public participation of current study</b>
				utilization of them for the better performance of the undertaking. Once the national government has ensured effective devolution of the resources required to develop effective human resource capabilities, right skills, and motivation was created and the community was empowered through creation of projects which are tailored towards solving the community problems	present the conceptual gap	
Wacera	2019	Public participation on implementation of budget in Counties within Kenya. The study specifically	Descriptive research design was adopted. Piloting was done in government offices within Laikipia	Community empowerment through citizen involvement in county development processes is minimal. Moreover, the enhancement of the participation of	This study looked at one variable only (public participation) among many variables which can affect performance of	Current study also investigates at various variables and their effects on the performance of the projects to

<b>Author (s)</b>	<b>Year of Study</b>	<b>Title of Study</b>	<b>Methodology</b>	<b>Findings</b>	<b>Key Gaps</b>	<b>Public participation of current study</b>
		public participation on Nayandarua County Government	County to test the validity and reliability.	citizen in budget implementation has helped to improve the resource allocation and citizens involved are willing to monitor impacts the projects would have on the economic wellbeing of its citizens.	projects. These present the conceptual gap	fill the conceptual gap
Devas and Grant	2020	Effect of leadership on the success of devolved units in India	Interview method to collect the data which was analyzed used a descriptive statistic	Accountability was vital in determining the officers during the voting. The success of decentralization reforms depended on the community leaders' competences. However, there are weak mechanisms put in place for accountability. As a result, these has led to information lacking on what is available, release of funds taking too	This study looked at one variable only (leadership accountability) among many variables which can affect performance of projects. These present the conceptual gap	Current study uses both descriptive, correlational and regression analysis and hence more reliable results

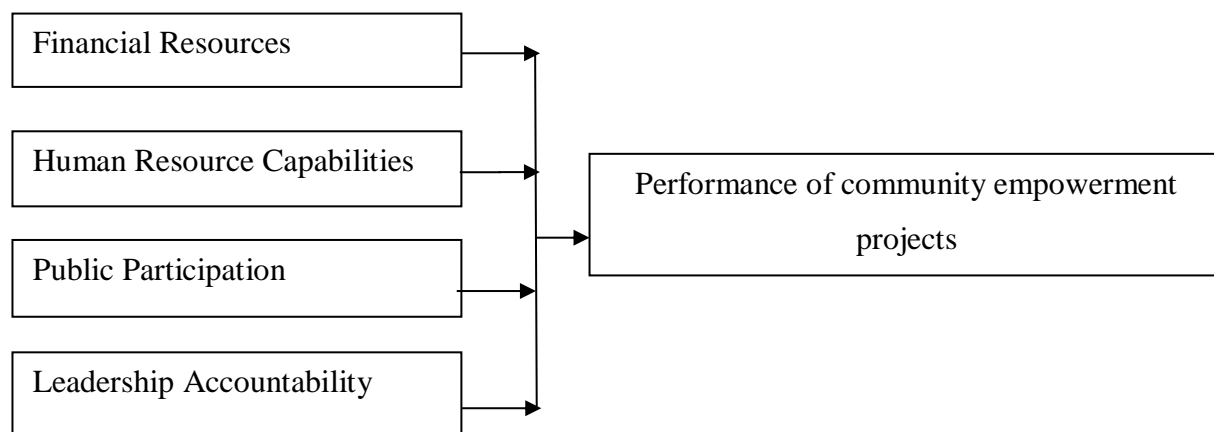
Author (s)	Year of Study	Title of Study	Methodology	Findings	Key Gaps	Public participation of current study
				long, unsuitable requirements on accounting, rigid stipulation on the use of funds, corrupt practices and unqualified personnel		

## 2.4 Conceptual Framework

This is a set of concerns and wide ideas taken from field of application of inquiry which can be used to represent the relationship between various ideas in a diagrammatical manner. It is a hypothesized model for visualizing the ideas and forms the anchor of the study in terms of connectivity between study variables (Mugenda & Mugenda, 2019). In this study, conceptual framework connects the various aspects of devolved government service delivery (financial resources, human resource capabilities, devolved public participation and leadership accountability) and performance of the community empowerment projects

### Independent Variables

### Dependent Variable



## Figure 1 Conceptual Framework

### 2.5 Operationalisation of the Variables

**Table 2: Operationalisation of the Variables**

<b>Variables</b>	<b>Indicators</b>	<b>Scale of Measurement</b>	<b>Tools of Analysis</b>
Financial Resources	<ul style="list-style-type: none"> <li>• Funds allocation by central governance for projects</li> <li>• Sources of funds from local revenues for projects</li> <li>• Management of funds by authority in charge of projects in Counties</li> </ul>	Lirket Scale	Mean, standard deviation, correlation, multiple regression
Human resource capabilities	<ul style="list-style-type: none"> <li>• Competent project staff</li> <li>• Training done to staff to manage the projects</li> <li>• Project staff motivation</li> </ul>	Lirket Scale	Mean, standard deviation, correlation, multiple regression
Devolved public participation	<ul style="list-style-type: none"> <li>• Clearly spelt out functions</li> <li>• Community engagement</li> <li>• Consulted in budget allocation</li> <li>• Monitoring projects</li> </ul>	Lirket Scale	Mean, standard deviation, correlation, multiple regression
Leadership Accountability	<ul style="list-style-type: none"> <li>• Clear distinction of roles</li> <li>• Transparency in records of information</li> <li>• Reports on expenditure</li> <li>• Individual responsibility for accountability</li> </ul>	Lirket Scale	Mean, standard deviation, correlation, multiple regression
Project performance	<ul style="list-style-type: none"> <li>• No of complete projects.</li> <li>• Donor satisfaction</li> <li>• Project stainability</li> </ul>	Lirket Scale	Mean, standard deviation, correlation, multiple regression

## **2.6 Chapter Summary**

The chapter reviews the specific relevant theories including: Stewardship theory, Soufflé Theory and Stakeholders Theory. Each theory informs a given study variable. Additionally, the chapter discussed the study variables in terms of reviewed past studies related to current study variables. The various critiques of past study are given to identify the gaps. The chapter also gave a diagrammatic representation of the variables indicating how the variables are related to each other.

## CHAPTER THREE

### RESEARCH METHODOLOGY

#### 3.0 Introduction

The chapter presents a review of the methodology used in this study and justification of the choice of a given criterion. In particular, it provides the methodology, sample size, data collection tool, target population, and research design. Additionally, the pilot study is given, reliability and validity, data analysis and presentation and the ethical consideration.

#### 3.1 Research Design

Research designs, according to Kothari and Garg (2015), are conceptual frameworks within which research studies are conducted. They are defined as arrangements of the research objective with procedure. The descriptive research design applied is normally used before using quantitative research designs to identify valuable indications as to the variables that are to be tested. Descriptive research typically does not require manipulation of variables, which can be advantageous when ethical or practical constraints make experimental designs challenging or impossible. The study used a quantitative research design, and its findings should be able to be applied to generalize data from any kind of research conducted in any setting.

#### 3.2 Target Population

This is the complete group of people, things, or events that share specific traits and adhere to a given specification (Mugenda & Mugenda, 2003). The study target was 133 community empowerment projects within Kwale County. The projects are grouped under various programmes including crop development, crop production, livestock production, animal health, fisheries development, and community loaning projects.

**Table 3: Target Population**

Projects	Population	Percentage
Crop Development Projects	16	12%
Crop Production Projects	20	15%
Livestock Production Projects	24	18%

Animal Health Projects	24	18%
Fisheries Development Projects	22	17%
Community Loaning Projects	27	20%
<b>Total</b>	<b>133</b>	<b>100</b>

(Kwale County, 2024)

### 3.3 Sample Size and Sampling Techniques

Sampling is the process of selecting and analyzing a small sample of individuals, items, or events with the goal of learning more about the entire population (Mugenda & Mugenda, 2003). There are various techniques used for sampling which can be classified as probability sampling and non-probability sampling. For objective sampling, this study used one of probability sampling methods (Kothari 2009). This procedure is favored because it involves sampling each homogeneous subgroup formed by the population after it has been divided into those subgroups (Kombo and Tromp, 2006). The method is also favored because it ensures that small groups are included that enhances equal representation.

The sample size was 67 representing 50% of target population for this will enable the researcher to collect the much-needed information as shown in Table 4. Any sample above 40% of the target population yields the required results in the study (William M. K. Trochim, 1980s). A sample size of 50% of the target population is often seen as large enough to capture the diversity and characteristics of the entire population, thus improving the representativeness of the sample.

**Table 4 Sample size**

<b>Projects</b>	<b>Population</b>	<b>Sample Size</b>	<b>Percentage</b>
Crop Development Projects	16	8	12%
Crop Production Projects	20	10	15%

Livestock Production Projects	24	12	18%
Animal Health Projects	24	12	18%
Fisheries Development Projects	22	11	17%
Community Loaning Projects	27	13	20%
<b>Total</b>	<b>133</b>	<b>67</b>	<b>100</b>

(Researcher, 2024)

### 3.4 Data Collection Instrument

Questionnaires were used to gather data. The method was preferred because of the nature of the items which are technical and because the coverage area was huge and therefore the research was able to spend less time in getting opinion on the questions asked (Kombo and Tromp, 2006). The questionnaire was self-administered and later collected when all respondent managed to complete filling them.

### 3.5 Pilot Study

Kilifi County was selected for piloting since they have the same characteristics in terms of how they implement the community empowerment projects and to ensure that the same respondents do not participate in the main study. The researcher used 15 projects within the County which forms 10% of the target population as recommended by Saunders, Lewis & Thornhill (2012). The data from pilot study was used to test the face, construct and content validity of the research instruments. Additionally, information was subjected to the Cronbach alpha test to ensure consistence and hence reliability of the research instrument.

#### 3.5.1 Reliability of Research Instrument

Any measurement which produces same results after repeat and measure what it purports to measure is said to be reliable (Kombo and Tromp, 2006). Filed (2017) indicated that reliability is the extent to which questionnaire test observations and generate the same results across rates or over a repeated time. It is stability of the measuring instruments (Kothari, 2009). According to

Field (2017), the four types of reliability are internal consistency, test-retest, equivalent form technique and split-half reliability. He stated that, in an equivalent form reliability test, a study instrument is created, given to two different groups, and the responses are compared to ensure that the instrument obtained the desired data. Split-half tests, however, call for the study tool to be divided into two equal halves in terms of content and cumulative level of difficulty.

In this instance, the literature was examined to choose the questions that have undergone reliability testing, and the internal consistency was subsequently assessed using Cronbach's Alpha. According to Field (2017), an alpha value of 0.7 to 1 denotes strong internal consistency, 0.3 to 0.69 denotes moderate consistency, and less than 0.3 denotes weak consistency of the research instrument. Thus, in order to determine whether or not the research instrument is dependable, this study employed a cut-off of 0.7.

### **3.5.2 Validity of Research Instrument**

The degree to which the research instrument accurately measures what it is meant to measure is referred to as the study's validity (Kothari, 2009). According to Kombo and Tromp, (2006) validity concerns about research results which can bring about meaningful inferences during generalisation of study findings. Face validity was determined by a researcher going through the research questions and checking if it is satisfactory.

Subjecting the questionnaire to a double checking using the expertise in the same field or the supervisor ensures content validity. This was done by a researcher identifying classmates in same field and reviewing the questions verses the objectives and then incorporating the recommendations which may be given to improve validity. Additionally, the researcher will get advice from the supervisor on how to improve the contents validity. Brooks (2008) suggested that a minimum of three experts can be employed to validate the research instrument, so a minimum of three research experts were recruited to confirm that the approach is in compliance with his suggestions

Construct validity was ensured by the researcher grouping the questions as per the study variables. Then items were developed from operationalization of study variables and coming up with indicators. This operationalization was such that they reflect the theoretical assumptions which inform this study

### 3.6 Data Collection Procedure

A research tool suited for measuring respondents' perspectives was necessary, and the author prefers to employ questionnaires in this study (Appendix ii) (Creswell & Creswell, 2018). The questionnaire also enables anonymity, as most respondents do not want their identities known (Bordens & Abbott, 2017). Then after obtaining the clearance from the supervisor, the researcher used the final project and the letter from Management University of Africa to make an online application of NACOSTI letter. This letter together with a letter from the school was submitted to the County office of Kwale County which is in charge of community empowerment projects. Additionally, the researcher identified two research assistances within the County and trained them to assist in data collection. The aim of the study was done and after getting clearance and permission from the County, then the research administered the questionnaire assisted by the research assistants.

### 3.7 Data Analysis and Presentation

Zikmund (2013) defines data analysis as a research study technique that often entails classifying and organizing the raw field data to facilitate analysis. This inquiry yielded numerical data. Questionnaires that had been completed were revised to improve their consistency, uniformity, and completeness. The use of SPSS V. 26 was used to analyze data. Before research findings are published generally, the raw field data was coded. Two descriptive statistics that were used in this inquiry are frequency and percentage. The final analysis of the research findings was presented using tables.

The general regression model is expressed as

$$Y = \beta_0 + \beta_i X_i + \varepsilon$$

Where Y = Dependent variable

$\beta_0$  = Constant

$\beta_i$  = Coefficients for various independent variables ( $X_i$ ) represented as  $X_1, X_2, X_3$  and  $X_4$

$\varepsilon$  = Error term

Thus, the specific regression model to be applied in this study was:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where:

Y= Performance of community empowerment projects

X<sub>1</sub> = Financial resources

X<sub>2</sub> = Human resource capabilities

X<sub>3</sub> = Devolved public participation

X<sub>4</sub> = Leadership Accountability

ε = Error term

According to the model, β<sub>0</sub> represents constant term, β<sub>i</sub> = 1/...4 indicates dependent variable's (Y) sensitivity to a unit change in the predictors X<sub>1</sub>, X<sub>2</sub>, X<sub>3</sub>, and X<sub>4</sub>, and ε denotes error term. Following analysis, results were shown in tables and figures for diagrammatic comparison before interpretation.

### **3.8 Ethical Consideration**

To ensure that the research conforms to general ethical requirements considerations was made and this includes: participation on voluntary basis where the participants were not coerced but rather were given an opportunity to choose where to participate or not. Names or details of the participants were not disclosed. Moreover, informed consent forms were signed with the respective county offices.

#### **3.8.1 Informed Consent**

The University, NACOSTI and County government of Kwale, provided the letters of consent. Before starting the study, the researcher requested for the letters of consent prior to conducting the study.

#### **3.8.2 Voluntary Participation**

It refers to the explicit measures undertaken by the researcher to inform them that their participation is entirely on their own volition, free from any form of coercion. These measures include written agreements to this effect as well as ensuring that any language barriers are

considered in passing on this information to respondents who may not understand English or the official language of communication (Kılınç & Fırat, 2017).

### **3.8.3 Confidentiality**

Identity is thought to be the man of science however {the data entered into the study} is de-identified and therefore the identity is unbroken and confidential. The people are unengaged to offer and withhold the maximum amount of information as they need to the person they choose. Confidentiality was bonded and it absolutely was the researcher's moral responsibility to verify the collected data. Solely summarized data was obtainable for public consumption.

### **3.8.4 Privacy**

By making sure that personal information, including as views, attitudes, and opinions, is not disclosed to other parties without the subject's consent, respect for privacy is achieved throughout the conduct of research (Akaranga & Makau, 2016). The researcher protected the respondents from harm, either emotional or physical. Throughout the time of knowledge collection, analysis was safeguarded as data was held on within the laptop victimization data protection Arcanum so as to confirm confidentiality.

### **3.8.5 Anonymity**

Anonymity is preserved by concealing any personal information about a participant, not identifying respondents by name, and not disclosing their racial or ethnic heritage. This was achieved by victimization Pseudonyms in respect of the participants and therefore the company that was chosen for this study. The anonymity of respondents was protected. The easiest way to do this was by not identifying respondents by name during the collection of data (Fouka & Mantzorou, 2011).

## **3.9 Chapter Summary**

This section contains an overview of this project as well as specifics on data collection, analysis, and presentation procedures. The demography of interest, the research strategy, and the main methods for collecting data are covered in the first section of this chapter. This chapter covers a number of data gathering processes, including validity and reliability testing. The chapter also discusses ethical issues and data processing methods.

## CHAPTER FOUR

### RESEARCH FINDINGS AND DISCUSSION

#### 4.0 Introduction

Results are presented according to questionnaires. It provides the demographic data, their responses to variables, and the study's limitations. The researcher gathered data in the field and used SPSS Version 26 and basic descriptive statistics to examine the data. As a result, this chapter presents a variety of subsections in accordance with the intentions of the research.

#### 4.1 Research Findings

The section contains the field data findings as listed on the questionnaire.

##### 4.1.1 Response Rate

**Table 4.1 Response Rate**

<b>Category</b>	<b>F</b>	<b>%</b>
Responses	58	88
Non-Responses	9	12
<b>Total</b>	<b>67</b>	<b>100</b>

As indicated in Table 5, 67 questionnaires were given out to the sample population. According to results, 58 questionnaires were completed, reflecting an 88% response rate, whereas (9) 12% did not reply. The research study received a high response rate. Responses with a 50% are adequate, 60% good, and more than 70 per cent are extraordinary, according to Kothari and Garg (2015). As a consequence, the response was outstanding, and data was analyzed using 58 valid questionnaires.

#### 4.1.2 Reliability of the data

**Table 4.2: Reliability and validity**

<b>Variables</b>	<b>Items</b>	<b>Cronbach Alpha</b>	<b>Remark</b>
Financial resources	5	.844	Reliable
Human resource capabilities	5	.843	Reliable
Public participation	5	.711	Reliable
Leadership accountability	5	.847	Reliable
Performance of community empowerment projects	5	.838	Reliable

A pilot analyzed and enhanced questionnaire's clarity and ease of use in order to ensure its reliability. Table 6 shows Cronbach's alpha was more than 0.7, indicating that the tool was reliable enough to use for measuring and hence acceptable. All questions were considered trustworthy and hence accepted. Cooper and Schindler (2018) provided techniques for achieving content validity.

**Table 4.3: Gender**

<b>Category</b>	<b>F</b>	<b>%</b>
Male	33	57
Female	25	43
<b>Total</b>	<b>58</b>	<b>100</b>

The gender determination and representation of the study participants indicated (57%) were more male than female who were (43%). In contrast, there were more male responders than the female one. According to Kothari and Garg (2015), a key factor in determining how respondents feel about themes is their gender.

**Table 4.4: Age Bracket**

<b>Category</b>	<b>F</b>	<b>%</b>
Below 20 years	3	5
21-30 years	8	13
31-40 years	15	25
41-50 years	17	30
51-60 years	10	17
Over 60 years	6	10
<b>Total</b>	<b>58</b>	<b>100</b>

According to Table 8 data, 30% represented the 41-50 years. 25% of participants were aged 31-40 years. 17% of the population was between the ages of 51-60 years, while 13% was in the 21-30 years. 5% of the population was below 20 years and 10% were over 60 year. A good range of ages is represented in answers, with youthful, active workers making up the majority.

**Table 4.5: Education Level**

<b>Category</b>	<b>F</b>	<b>%</b>
Primary	0	0
Secondary	0	0
Certificate	5	9
Diploma	28	49
Bachelors' degree	17	30
Postgraduate degree	7	12
<b>Total</b>	<b>58</b>	<b>100</b>

According to Table 9's data, a Diploma was held by the majority of respondents (49%) and was closely followed by those with who had Bachelors' degree at 30%, 9% indicated they had attended college, and 12% had Postgraduate degree. The highest educational attainment was enough for deciphering and evaluating the research questions. This proves that expert advice is required for the job.

### 4.1.3 Financial resources

**Table 4.6: Views of respondents on Financial resources**

	SA	A	N	D	SD	Mean	St.
Central government allocates adequate finances to the projects in various Counties.	43%	52%	4%	0%	0%	3.30	1.415
Local government has put up mechanisms to mobilise financial resources for the local projects.	54%	40%	6%	0%	0%	4.54	1.545
Local government depends on allocation from national government to run their operations.	28%	21%	4%	36%	16%	2.10	1.175
Funds allocated to projects are well managed by the office in charge of projects.	43%	51%	3%	3%	0%	4.20	1.155
County projects have adequate financial resources.	22%	40%	3%	25%	10%	2.01	1.262
<b>Average</b>						<b>3.25</b>	<b>1.3104</b>

To assess how between financial resources and the effectiveness of community empowerment initiatives connects, respondents were asked to score the study variable using a five-point Likert scale. Using descriptive statistics, the investigation's findings are presented and debated.

Findings on whether participants if the central government allocates adequate finances to the projects in various counties, 52% agreed, 4% of participants were neutral, 43% of individuals strongly agreed, and none of the participants strongly disagreed or agreed. The average response to the research question was 3.30, while the SD was 1.415. In relation to the variable, it was asked if the local government has put up mechanisms to mobilize financial resources for local projects. No respondents strongly disagreed or agreed, leaving a consensus of 54% strongly agreeing, 40% agreeing, and 6% neutral. The average response to the research question was 4.54, and the SD was 1.545.

When asked if local government depends on allocation from national government to run their operations, the following responses were given: 36% of respondents disagreed, 28% agreed, 21% agreed, 16% strongly disagreed, and 4% were neutral about their positions. The mean and SD of the question were 2.10 and 1.175, respectively. Asked if funds allocated to projects are well managed by the office in charge of projects, % strongly agreed, 51% agreed, 3% disagreed, and 3% were neutral. The research question's average was 4.20, and its SD was 1.155. According to the study's findings, county projects have adequate financial resources. The responses to the research question had a mean of 2.01 and a SD of 1.262, with 22% of the responses very agreeing, 40% agreeing, 3% agreeing, 25% disagreeing, and 10% strongly disagreeing.

The research findings are consistent with those of a few earlier investigations into related domains, including Stacey's (2016) findings, which indicated that the key to the performance of any community-based project is the financial resources, and counties must devise procedures that are adequate in ensuring revenue generation through proper policies. The study also found that there are inadequate control mechanisms that are not adequate to stamp out fraud and corruption within counties. This has led to increased waste of public funds and reduced investment in beneficial projects. The Mokaya and Moyi (2017) study found that the county is overly dependent on the allocation of revenue from the state. Additionally, they have not been able to come up with strengthened domestic revenue mobilization structures. The study also indicated that in order for the county to attain sufficient proceeds in revenue collection, they need to have sufficient human resources and encourage local civilians to pay county levies. The county has been reported to lack relevant financial approaches and also to compromise on laws, which have significantly reduced income creation and revenue collection. Additionally, devolution had given county governments some discretion over investment and spending decisions, allowing them to follow domesticated economic development strategies tailored to their own unique local needs and resources. The study advised the county government to use more targeted methods to raise additional funds in order to ensure project performance and compliance with requirements.

The Calmal (2019) study found that there are monetary resources that are allocated to various devolved units depending on the policy, and there is a significant negative relationship between resource mobilization, fund utilization, and regional disparity. However, it was noted that the region has not yet achieved optimal financial allocation, mobilization, and use of the money. The

study also found that devolution might have made regional disparities in public expenditure and economic results worse, which would have limited community empowerment. The study identified common problems related to devolution in terms of its ability to enhance the performance of projects geared towards community empowerment. These include the local governments' inability to fulfill their duty to provide public services and their lack of accountability for the public coffers, which results in improper accounting practices.

#### 4.1.4 Human resource capabilities

**Table 4.7: Views of respondents on Human resource capabilities**

	SA	A	N	D	SD	Mean	St.
Project team have project management skills required to run the projects.	51%	40%	7%	2%	0%	2.86	1.365
Staff have knowledge on project management .	47%	38%	9%	4%	2%	3.10	1.405
Need assessment is conducted to identify the training needs to county personnel in charge of projects.	54%	40%	6%	0%	0%	4.54	1.468
Frequent trainings are conducted at the county levels in relation to project management.	55%	40%	3%	2%	0%	4.10	1.635
County government offer incentives to staff to motivate them.	46%	51%	3%	0%	0%	4.22	1.249
<b>Average</b>						<b>3.76</b>	<b>1.4244</b>

To answer question of how human resource capabilities affected the success of community empowerment projects, respondents had to use a Likert scale. The findings of a series of five inquiries used to identify the research variable are displayed in Table 12. The responses on whether project teams have project management skills required to run the projects: 40% of respondents said they agreed, 51% said they strongly agreed, 2% of respondents indicated they disagreed with the question, and 7% stated they were neutral. The average response was 2.86, while the SD was 1.365. The question addressed was whether staff has knowledge of project management, and these

were the outcomes: In response to the question, which had a mean of 3.10 and an SD of 1.405, 38% agreed, 9% were indifferent, 4% strongly disagreed, 4% disagreed, and 47% strongly agreed.

Whether a need assessment is conducted to identify the training needs of county personnel in charge of projects, and the following responses were received: With a mean of 4.54 and a SD of 1.468, 54% highly agree, 40% agree, 6% are neutral, and none disagree or strongly disagree. The study also asked if frequent trainings are conducted at the county level in relation to project management, with a mean of 4.10, SD of 1.635, and 55% strongly agreed, 40% agreed, 3% were indifferent, and 2% disagreed with the statement. If the county government offers incentives to staff to motivate them, a mean of 4.22 and an SD of 1.249 indicate that 46% strongly agreed, 51% agreed, 3% were indifferent, and none objected or disagreed strongly. Indicating how much human resource capabilities influence the performance of community empowerment projects, the study's human resource capabilities variable had an average value of 3.76 and an average SD of 1.4244.

This finding were consistent with findings of multiple other studies conducted by scholars, such as Muraga's (2015) investigation on effects of strategic HRM practices on parastatals' performance. In their analysis, the study found that the better performance of any organization can be enhanced by building the capacity of human resources to make them valuable resources with the right characteristics. Additionally, human resource capability creates a competitive advantage by minimizing the cost of operations and taking advantage of opportunities and threats, which leads to better performance. The analysis done in this study which was mainly descriptive limits generalization of study findings since it presents a methodological gap.

In order to ascertain the link of strategic human resources variables and the performance of the firms, Wan (2016) study on performance of community empowerment initiatives in Singapore and strategic human resource management indicated that, in terms of job satisfaction, employee dedication, and productivity, there is a substantial positive association between staff competences, attitude, experience, and performance of community empowerment programs. However, this study indicated that for a given indicator of the performance of the organization, a specific strategic human resource is required. Dimba and K'Obonyo (2018) investigated whether employee motivation moderates the link of HR practices and success, as well as if HR practices affects the effectiveness of community empowerment projects. The results showed a clear correlation between the organization's success and its strategic use of human resources. Kehoe and Wright

(2020) did a study on ‘Employee attitudes and behaviour are affected by high-performance human resource practices in South Africa’. According to the report, a company needs to utilize the right competencies in order to deploy or utilize human resources in an effective manner. Because of this, the resources are sufficiently latent to generate a worthwhile service, and that service will continue to exist in the abstract, ready to be applied when the right circumstances arise. The research also revealed a connection between resources and skills once combined, as they help to attain competitive advantages. Building the capability of human resources ensures effective utilization of them for the better performance of the undertaking.

#### 4.1.5 Public Participation

**Table 4.8: Views of respondents on Public participation**

	SA	A	N	D	SD	Mean	St.
County government offers clearly spelt out functions to enhance public participation.	46%	51%	3%	0%	0%	4.22	1.249
Community is engaged in decisions making in relation to the undertaking affecting them.	54%	40%	6%	0%	0%	4.54	1.428
Community contribute labour for undertakings	55%	40%	3%	2%	0%	4.10	1.635
Community participates in preparation of the County budget on community projects	43%	55%	2%	0%	0%	4.38	1.635
Community monitors the projects intended to empower the public.	46%	51%	3%	0%	0%	4.21	1.492
<b>Average</b>						<b>4.29</b>	<b>1.4878</b>

The findings of a series of five inquiries used to identify the research variable on how human resource capabilities affected the performance of community empowerment projects are displayed in Table 12. On **whther** project teams have project management skills required to run the projects: 40% said they agreed, 51% said they strongly agreed, 2% indicated they disagreed with the question, and 7% stated they were neutral. The average response was 2.86, while the SD was 1.365.

The question addressed was whether staff have knowledge of project management, and these were the outcomes: In response to the question, which had a mean of 3.10 and an SD of 1.405, 38% agreed, 9% were indifferent, 4% strongly disagreed, 4% disagreed, and 47% strongly agreed.

Whether a need assessment is conducted to identify the training needs of county personnel in charge of projects, and the following responses were received: With a mean of 4.54 and a SD of 1.468, 54% highly agree, 40% agree, 6% are neutral, and none disagree or strongly disagree. The study also asked if frequent trainings are conducted at the county level in relation to project management, with a mean of 4.10, SD of 1.635, and 55% strongly agreed, 40% agreed, 3% were indifferent, and 2% disagreed with the statement. If the county government offers incentives to staff to motivate them, a mean of 4.22 and an SD of 1.249 indicate that 46% strongly agreed, 51% agreed, 3% were indifferent, and none objected or disagreed strongly. Indicating how much human resource capabilities influence the performance of community empowerment projects, the study's human resource capabilities variable had an average value of 3.76 and an average SD of 1.4244.

The findings relates to Muraga's (2015) investigation on effects of strategic HRM practices on parastatals'. In their analysis, the study found that the better performance of any organization can be enhanced by building the capacity of human resources to make them valuable resources with the right characteristics. Additionally, human resource capability creates a competitive advantage by minimizing the cost of operations and taking advantage of opportunities and threats, which leads to better performance. The analysis done which was mainly descriptive limits generalization of the study findings since it presents a methodological gap.

Wan (2016), established a positive link of competencies of staff, their attitude, experience, and performance of community empowerment projects in terms of job satisfaction, commitment of employees, and employee productivity. However, this study indicated that for a given indicator of the performance of the organization, a specific strategic human resource is required. Dimba and K'Obonyo (2018) study found a direct link of strategic human resource practices and performance of the organization. Kehoe and Wright (2020) did a study on 'Employee attitudes and behaviour are affected by high-performance human resource practices in South Africa'. The study revealed for a firm to effectively deploy or take advantage of human resources, they must make use of appropriate capabilities. This makes the resources latent enough to give rise to better and valuable service. The research also revealed a connection between resources and skills once combined, as

they help to attain competitive advantages. Building the capability of human resources ensures effective utilization of them for the better performance of the undertaking.

#### 4.1.6 Leadership Accountability

**Table 4.9: Views of respondents on Leadership accountability**

	SA	A	N	D	SD	Mean	St.
Leadership have put measures to clearly spell out roles for various staff at the county levels in offering services to public.	54%	40%	6%	0%	0%	4.54	1.545
There are available records of information at county levels.	54%	40%	6%	0%	0%	4.54	1.545
There is transparency on use of resources allocated to County government.	43%	52%	4%	0%	0%	3.30	1.263
Reports on expenditure at the County level are available and accessible.	43%	55%	2%	0%	0%	4.38	1.635
County leaders have individual responsibility for accountability.	46%	51%	3%	0%	0%	4.21	1.492
<b>Average</b>						<b>4.19</b>	<b>1.496</b>

The researcher sought to ascertain the impact of leadership accountability techniques on the business's efficiency. These were the outcomes: When asked whether leadership has put measures in place to clearly spell out roles for various staff at the county level in offering services to the public, the first question under this research variable received responses from A mean score of 4.54 and an SD of 1.545 indicate that 40% of respondents agreed, 54% strongly agreed, and 6% were neutral. When asked by participants if there are available records of information at county levels, 54% strongly agreed, 40% agreed, with a mean of 4.54 and an SD of 1.545, 6% were neutral, and none strongly agreed or disagreed.

With 3.30 as the mean and a SD of 1.263, the third study question asked respondents if there is transparency in the use of resources allocated to the county government. A 43% strongly agreed,

52% agreed, and 4% were neutral. When asked if reports on expenditure at the county level are available and accessible, the fourth question, which had a mean of 4.38 and a SD of 1.635, received responses from 55% of respondents who said they agreed, 43% said they strongly agreed, and 2% said they were neutral and Finally, the study asked respondents if county leaders have individual responsibility for accountability. With a mean of 4.21 and a SD of 1.492, 46% strongly agreed, 51% agreed, and 3% disagreed. Leadership accountability was a research variable with a mean SD of 1.496 and an overall mean of 4.19; this suggests that leadership accountability has a considerable effect on community empowerment projects performance.

The results are in agreement with other studies, such as Kimenyi and Meagher (2018), which concluded that devolution in many African nations is a result of external pressure from structured parties and the leadership of developed states. Additionally, the study found that the functionality of the devolved structures requires good leadership that listens to the voice of the minority as well as collaboration with them to make decisions. However, the study indicated that most of the local government leaders have not been aggressive in building firm structures to support devolved services at county levels, hence weakening the success of their undertakings. Local counties have been characterized by political instability and frequent protests by employees in various sectors within the county, as well as social actions due to challenges faced, such as delayed and low payments.

Devas and Grant (2020) study found that accountability was vital in determining the officers during the voting. Additionally, they indicated that the success of decentralization reforms depended on the community leaders' competences. However, the study indicated that there are weak mechanisms put in place for accountability. As a result, this has led to information lacking on what is available, the release of funds taking too long, unsuitable requirements on accounting and rigid stipulations. Khemani (2021) indicated that there is inefficiency in the county governments, which has brought about widespread corruption among the senior politicians who are opportunistic. They added that there is a lack of good governance practices in county offices in Kenya, which has led to lack of other essential elements such as the establishment of a good structure and legislation for decentralization that are not implemented or enforced with seriousness. This had posed a lot of challenges to the proper implementation and success of the

interventions at the county level, as indicated by numerous community projects that did not bring needed impacts to the community.

#### 4.1.7 Performance of Community Empowerment Projects

**Table 4.10: Views of respondents on Performance of community empowerment projects**

	SA	A	N	D	SD	Mean	St.
Community empowerment projects are completed as per the timeliness indicated in the plan.	56%	42%	2%	0%	0%	3.76	1.828
The scope of the project is well specified, and a scope management strategy is in place for it.	47%	38%	9%	4%	2%	3.10	1.405
Stakeholders are involved in the identification, choice, planning, and execution of projects	52%	38%	4%	4%	2%	3.11	1.405
The Periodic reports on the condition of the project scope are produced and disseminated	44%	50%	3%	3%	0%	4.20	1.155
Projects are completed and assessed in line with their predetermined objectives	40%	58%	2%	0%	0%	4.11	1.638
<b>Average</b>						<b>3.66</b>	<b>1.486</b>

The responses on the performance of community empowerment projects were as follows: The first question was whether community empowerment projects were completed as per the timeliness indicated in the plan: The respondents were split between 42% who agreed and 2% who were indifferent, with a mean of 3.76 and SD of 1.828. 54 percent of them strongly agreed. Whether the scope of the project is well specified and a scope management strategy is in place for it. The responses from the respondents had a mean of 3.10 and an SD of 1.405, and they were as follows: Compared to 38% who agreed, 9% who were indifferent, 4% who disagreed, and 2% who strongly disagreed, 47% strongly agreed.

The study inquired if stakeholders are involved in identification, choice and execution of projects, 52% strongly agreed, 38% agreed, 4% were neutral, 4% disagreed, and 2% strongly disagreed, with a mean of 3.11 and a standard deviation of 1.405. If the periodic reports on the condition of the project scope are produced and disseminated, and the respondents' responses had an SD of 1.155 and a mean of 4.20, with 44% strongly agreeing, 50% agreeing, 3% neutral, and 3% disagreeing. Finally, the respondents were asked if projects are carried out and evaluated in accordance with their established goals: The respondents' responses had an SD of 1.638 and a mean of 4.11, with 40% strongly agreeing, 58% agreeing, and 2% neutral. The financial resources, human resource capabilities, public participation, and leadership accountability strategies all have a substantial affects performance of community empowerment projects in Kwale County, as evidenced by the overall mean score of 3.66 and SD of 1.486.

The results concur with Nauman (2020), that the performance of community empowerment projects should be measured as a whole. The capacity to repay debt as well as operation revenue, operating income, total unit sales, and profitability are all assessed. Organizational, business, and financial performance are some of the several levels of performance that exist, according to Nyaga, Wasike, and Mote (2021). Performance is a major concern for managers and, most importantly, company owners. The primary public participation in the study was the performance of community empowerment projects. According to Kithinji (2019), evaluating the performance of community empowerment projects entails comparing their actual output or development to their specified or planned output, objectives, or goals. When financial resource initiatives involve public participation in certain goals and objectives, performance increases (Akello & Atambo, 2016). It is also feasible to use client value addition as a performance indicator. As a result, financial resource management methods are concentrated on utilizing the organization's strategic goals as a guide. Performance provides essential data which is key in the organization monitoring and controlling (Njeru, 2015).

#### 4.1.8 Correlation Analysis

The relationship between public participation, human resource capabilities, financial resources, leadership accountability, and performance of community empowerment projects was through correlation analysis. Using SPSS, we calculated the Pearson's correlation and the mean score for each independent variable. Correlations were performed at the 0.05 or 0.01 significant levels, denoted by an asterisk (\*) or both. p-value must be compared to the significance threshold used to evaluate if the correlation between variables is significant, a significance threshold of 0.05 (abbreviated as or alpha). An alpha of 0.05 indicates that there is a 5% risk of presuming a relationship when there isn't one. The correlation coefficient's p-value shows how much it deviates from zero. When the p-value is less than or equal to 0.05, the association is considered statistically significant. If the p-value is greater than 0.05 or the significant threshold, the association is not deemed statistically significant. Table 15 displays the correlation's results.

**Table 4.11: Correlation Matrix**

Variables		Performance of community empowerment	Financial resources	Human resource capabilities	Public participation	Leadership accountability
Performance of community empowerment projects	Pearson Correlation Sig. (2-tailed)	1.000				
Financial resources	Pearson Correlation Sig. (2-tailed)	.765** 0.000	1.000			
Human resource capabilities	Pearson Correlation Sig. (2-tailed)	.522** 0.000	.314** 0.000	1.000		
Public participation	Pearson Correlation	.810**	.648**	.235**	1.000	

	Sig. (2-tailed)	0.000	0.000	0.000		
Leadership accountability	Pearson Correlation	.709**	.718**	.635**	.435**	1.000
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	

Table 15 shows the significant correlation ( $r = 0.765$ ,  $p = 0.000$ ) between the performance of community empowerment programs and Kwale County's financial resources. This suggested that since financial resources had a positive and significant influence, an upgrade would result in higher community empowerment project performance. The performance of community empowerment programs is positively correlated with human resource capabilities in a significant way ( $r = 0.522$ ,  $p = 0.00 < 0.05$ ). Additionally, it was indicated that since human resource capabilities had a positive and noteworthy effect, raising them would enhance the effectiveness of community empowerment initiatives. The results demonstrated a substantial and favorable correlation between public participation and the performance of community empowerment projects ( $r = 0.810$ ,  $p = 0.000$ ). This also implied that raising public engagement will enhance community empowerment initiatives' effectiveness. Lastly, it was demonstrated that the effectiveness of community empowerment programs was significantly and positively correlated with leadership responsibility ( $r = 0.709$ ,  $p = 0.00 < 0.05$ ). The aforementioned findings indicate that enhancing leadership accountability is likely to lead to better community empowerment project outcomes.

#### 4.1.9 Regression Analysis Results

**Table 4.12: Model Summary for Financial resources**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.642 <sup>a</sup>	.499	.395	.60906

a. Predictors: (Constant), Financial resources

Table 17 illustrates relationship between predictor variable, financial resources, and dependent variable, the effectiveness of community empowerment projects.  $R^2 = 0.499$  indicates that

changes in financial resources may explain 49.9% of variation in community empowerment project success, while  $R = 0.642$  indicates a strong positive association between financial resources and project performance. In Kwale County, external variables impact community empowerment project performance to the tune of 50.1%

**Table 4.13 ANOVA<sup>a</sup> Results for Financial resources**

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	26.578	1	26.578	75.042	.000 <sup>b</sup>
1 Residual	42.902	76	.375		
<b>Total</b>	<b>69.480</b>	<b>58</b>			

a. Dependent Variable: Performance of community empowerment projects

b. Predictors: (Constant), Financial resources

Table 17's  $F = 75.042$  values demonstrate that financial resources have a noteworthy impact on performance of community empowerment initiatives, demonstrating both the model's good fit to the data and the importance of financial resources for community empowerment initiatives in Kwale County. When the regression model's significance level of .000, which is less than 0.05, is applied, the dependant variable is correctly predicted.

**Table 4.14 Regression Coefficients for Financial resources**

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	95.0% Confidence Interval for B	
	Std. Error					Lower Bound	Upper Bound
(Constant)	1.095	.431		3.309	.001	.439	1.751
Financial resources	.688	.079	.632	8.668	.000	.531	.845

a. Dependent Variable: Performance of community empowerment projects

Table 18 shows performance of community empowerment projects is significantly improved by financial resources. The data demonstrate a significant correlation between performance and financial resources ( $p = 0.01$  ( $0.05$ )). Raising the mean index of the financial resources approach should enhance community empowerment project performance by 68.8%, or .688 units, since the value of this financial resource is statistically significant ( $t = 8.668$ ,  $p.05$ ). The following is the regression model that explains the findings in Table 18. The amount of money needed to carry out community empowerment programs is equal to  $1.095 + 0.688$ . Model illustrates and explains how performance of community empowerment projects is impacted by the financial resources.

**Table 4.15 Model Summary for Human resource capabilities**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.595 <sup>a</sup>	.431	.325	.6427

a. Predictors: (Constant), Human resource capabilities

In a regression analysis, success of community empowerment programs served as dependent variable, predictor component, and human resource skills. A shift in human resource capabilities of one unit may account for 43.1% of variance in community empowerment project performance, according to the regression study's results, which show a fundamental relationship between human resource capabilities and project performance ( $R = 0.595$ ). This relationship also has an  $R^2$  value of 0.431. Table 19 provides a summary of the results.

**Table 4.16: ANOVA<sup>a</sup> Results for Human resource capabilities**

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	24.411	1	24.411	56.864	.000 <sup>b</sup>
1 Residual	46.628	76	.484		
<b>Total</b>	<b>70.039</b>	<b>58</b>			

a. Dependent Variable: Performance of community empowerment projects

b. Predictors: (Constant), Human resource capabilities

F = 56.864 demonstrates that human resource capabilities considerably affects performance of community empowerment projects, performance of community empowerment projects is significantly influenced by its human resource capabilities.

**Table 4.16: Regression Coefficients<sup>a</sup> for Human resource capabilities**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	1.739	.545		2.873	.000	.669	1.069
Human resource capabilities	.644	.186	.476	8.412	.000	.547	.823

a. Dependent Variable: Performance of community empowerment projects

The study show Kwale County has increased the effectiveness of its community empowerment initiatives by utilizing its human resource capacities. The results show a significant correlation (p 0.05, P = 0.01) between performance of community empowerment projects and human resource skills. Given this, the human resource capabilities technique values are statistically significant (t = 7.480), indicating that performance should improve if the mean index of human resource capabilities is raised by .644 points. Regression equation explaining data in Table 21: performance of community empowerment projects = 1.739 + 0.644 (human resource capabilities). The model demonstrates that effectiveness of community empowerment initiatives is positively impacted by human resource capabilities.

**Table 4.17: Model Summary for Public participation**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.547 <sup>a</sup>	.410	.304	.65258

a. Predictors: (Constant), Public participation

The dependent variable was represented by performance of community empowerment programs and public engagement was the predictor element in a regression study. R = 0.547 shows a basic relationship between public engagement and the performance of community empowerment initiatives, while R<sup>2</sup> = 0.410 suggests that a unit change in public participation may account for 41% of variation in project performance.

**Table 4.18: ANOVA<sup>a</sup> Results for Public participation**

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	21.617	1	21.617	50.702	.000 <sup>b</sup>
1 Residual	48.179	76	.371		
Total	69.796	58			

a. Dependent Variable: Performance of community empowerment projects

b. Predictors: (Constant), Public participation

F = 50.702 shows public participation affects performance of community empowerment projects, an indication that, this model adequately accounts for data and that public participation have a large impact on Kwale County of community empowerment projects. When the regression model's significance level is 000, the dependent variable is highly predicted, which is less than 0.05.

**Table 4.19: Regression Coefficients<sup>a</sup> for Public participation**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	1.620	.329		4.926	.000	.589	2.727
Public participation	.586	.082	.547	7.121	.000	.423	.749

a. Dependent Variable: Performance of community empowerment projects

Performance of community empowerment projects = 1.620 + .586 (Public participation)

According to the study's findings, Performance of community empowerment projects has been significantly impacted by the adoption of a public participation. The findings show that public participation and performance of community empowerment projects are significantly related;  $p < 0.05$  ( $P = 0.01$ ). Due to the statistical significance of the public participation values ( $t = 7.121$ ,  $p < 0.05$ ), a rise in the mean index of public participation should result in a .586-unit (58.6%) improvement in performance of community empowerment projects. Table 24 results may be explained by the regression equation: Performance of community empowerment projects = 1.620 + 0.586 (Public participation). The model demonstrates how public participation in Kwale County favourably impacts performance of community empowerment projects.

**Table 4.20: Model Summary for Leadership accountability**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.441 <sup>a</sup>	.288	.287	.71524

a. Predictors: (Constant), Leadership accountability

In a regression analysis, performance of community empowerment projects was employed as dependent variable, with leadership accountability acting as the main predictor. Leadership accountability and performance of community empowerment projects are fundamentally linked,

according to Table 25's regression analysis, which also showed a relationship with  $R = 0.441$  and  $R^2 = 0.294$ , indicating that a unit change in leadership accountability can explain 29.4% of variation in performance of community empowerment project.

**Table 4.21: ANOVA<sup>a</sup> Results for Leadership accountability**

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	13.545	1	13.545	27.210	.000 <sup>b</sup>
1 Residual	56.250	76	.498		
<b>Total</b>	<b>69.795</b>	<b>58</b>			

a. Dependent Variable: Performance of community empowerment projects

b. Predictors: (Constant), Leadership accountability

$F = 27.210$  shows that leadership accountability has an immediate effect on performance of community empowerment projects, demonstrating both the model's good fit to the data and the importance of leadership accountability to Performance of community empowerment projects. The dependent variable is thus significantly predicted by regression model at a significance level of .000, which is less than 0.05, as shown in Table 26.

**Table 4.22: Regression coefficients<sup>a</sup> for Leadership accountability**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	1.938	.386		5.020	.000	1.173	2.702
Leadership accountability	.512	.098	.441	5.216	.000	.318	.707

a. Dependent Variable: Performance of community empowerment projects

Incorporating the Kwale County's leadership accountability has a considerable favorable impact on performance of community empowerment projects. The results show that leadership accountability and performance of community empowerment projects have a substantial correlation ( $p < 0.05$ ;  $P = 0.01$ ). Due to the statistical significance of the leadership accountability values ( $t = 5.216$ ,  $p < 0.05$ ), a rise in the leadership accountability's mean index should lead to a 51.2 percent improvement in performance of community empowerment projects. The regression model used to interpret of data in Table 27 (Leadership accountability) performance of community empowerment projects is equal to 1.938 plus 0.512. The models outline how Kwale County's leadership accountability affects performance of community empowerment projects.

### Overall Multivariate Analysis

**Table 4.23: Model Summary Multivariate Analysis**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.648 <sup>a</sup>	.568	.452	.58289

a. Predictors: (Constant), leadership accountability, human resource capabilities, public participation, financial resources

Regression analysis was used to predict how well community empowerment projects would be implemented and organized. The findings show a positive correlation of  $R = 0.648$  and  $R^2 = .568$ , indicating that 56.8% of variation in organizational variables could be explained by altering any one of the predictor parameters.

**Table 4.24: ANOVA<sup>a</sup> Results for Model Summary**

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	32.678	4	8.169	24.210	.000 <sup>b</sup>
1 Residual	37.118	73	.337		
<b>Total</b>	<b>69.796</b>	<b>58</b>			

a. Dependent Variable: Performance of community empowerment projects

b. Predictors: (Constant), leadership accountability, human resource capabilities, public participation, and financial resources strategies

The results of  $F = 24.210$  show the model adequately explains data and the performance of community empowerment programs is significantly impacted by competing strategies. These data demonstrate that each predictor variable has an effect on how well community empowerment initiatives function. At the significance threshold of 0.000, or less than 0.05, the entire regression model substantially predicts the variable.

**Table 30: Regression Coefficients<sup>a</sup> for Multivariate Analysis**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	.564	.367		1.504	.136	.176	1.281
Financial resources	.368	.118	.329	3.027	.003	.123	.592
Human resource capabilities	.317	.114	.274	2.697	.008	.081	.532
Public participation	.256	.106	.233	2.323	.022	.036	.455
Leadership accountability	.171	.58	.061	-.623	.535	.299	.156

a. Dependent Variable: Performance of community empowerment projects

The results of the study demonstrate that predictor variables greatly enhance Kwale County's community empowerment programs' performance.  $P = 0.01$ ) and ( $p = 0.05$ ) The data indicates a clear connection between successful rivalry tactics and corporate success. As a result, the predictor variable values are statistically significant at  $p.05$ , indicating the mean index of predictive dynamics should be rising community empowerment project performance. The results shows that the factors that had the biggest impacts on the effectiveness of community empowerment programs in Kwale County were financial resources, human resource capabilities, and public engagement. Consequently, the following is the study's regression model:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4$$

Where:

Y= Performance of community empowerment projects

( $\beta_i$ ;  $i=1, 2, 3, 4$ ) = various coefficients for the independent variables

$X_i$  for;

$X_1$ = Financial resources

$X_2$ = Human resource capabilities

$X_3$ = Public participation

$X_4$ = Leadership accountability

Performance of community empowerment projects = .564 + .368 (Financial resources) + .317 (Human resource capabilities) + .256 (Public participation) + .171 (Leadership accountability)

#### **4.2 Study Limitations**

The majority of responses expressed concerns about taking part in the research, particularly with regard to their institution were reluctance to complete the questionnaire. Confidentiality was guaranteed, and respondents were informed that the Kwale County management is fully aware of the study. They were also shown the letter from NACOSTI, which proves that the research is being done for educational purposes and that no data was shared with parties outside the study.

#### **4.3 Chapter Summary**

The analysis is based on 58 completed questionnaires, which represents an 88% response rate from the 67 respondents who were given questionnaires by the researcher. Information has presented on tables. Descriptive and inferential statistics were used to analyze the data.

## CHAPTER FIVE

### SUMMARY, RECOMMENDATIONS AND CONCLUSION

#### 5.0 Introduction

Summary of the results, suggestions, and conclusion are given. In respect to the factors that were utilized to conduct the study, they are based on the findings to determine devolution of government services and performance of community empowerment projects in Kenya: a survey of community empowerment projects Kwale County

#### 5.1 Summary of the Findings

A total of 67 questionnaires were given out to sample population. According to the results, 58 questionnaires were completed, reflecting an 88% response rate. The research study received a high response rate. Responses with a fifty percent are adequate, sixty percent are good, and more than 70 percent are extraordinary, according to Kothari and Garg (2015). Based on the responses, it appeared that more men than women made up the bulk of respondents. Gender is one of the most important factors in determining respondents' attitudes regarding themes, according to Kothari and Garg (2015). The bulk of respondents (30%) were in the age group of 41 to 50 years old. The bulk of the personnel is young and vivacious, and the responses reflect a good distribution of ages. On the education level, diploma was held by the majority of respondents and was closely followed by those who had a bachelor's degree, then college, and a postgraduate degree. This suggests that the respondents' greatest level of education was sufficient for analyzing and interpreting the research questions. This proves that expert advice is required for job.

##### 5.1.1 Financial Resources

In order to examine how financial resources, impact the performance of community empowerment projects, Financial resources had an SD of 1.3104 and an overall mean of 3.25. This suggests that financial resources significantly influence the performance of community empowerment projects, which accounts for the variation in performance of community empowerment projects. The link between the dependent variable, performance of community empowerment projects, and the predictor component, financial resources, is shown by  $R = 0.642$ , which suggests a strong positive relationship between the financial resources and performance of community empowerment projects, and  $R^2 = 0.499$ , which suggests that a change in the financial resources accounts for 49.9% of the variation in performance of community empowerment projects. The performance of

community empowerment projects in Kwale County is influenced by 50.1% of other factors.  $F = 75.042$  values show that financial resources have a significant influence on the performance of community empowerment projects, proving that the model fits the data well and that financial resources have a significant impact on Kwale County community empowerment projects. The model illustrates and explains how the performance of community empowerment projects is impacted by financial resources.

The findings by Stacey (2016) indicated that the key to the performance of any community-based project is the financial resources, and counties must devise procedures that are adequate in ensuring revenue generation through proper policies. The study also found that there are inadequate control mechanisms that are not adequate to stamp out fraud and corruption within counties. This has led to increased waste of public funds and reduced investment in beneficial projects.

The Mokaya and Moyi (2017) study found that the county is overly dependent on the allocation of revenue from the national government. Additionally, they have not been able to come up with strengthened domestic revenue mobilization structures. The study also indicated that in order for the county to attain sufficient proceeds in revenue collection, they need to have sufficient human resources and encourage local civilians to pay county levies. The county has been reported to lack relevant financial approaches and also to compromise on laws, which have significantly reduced income creation and revenue collection. Additionally, devolution had given county governments some discretion over investment and spending decisions, allowing them to follow domesticated economic development strategies tailored to their own unique local needs and resources.

The Calmal (2019) study found that there are monetary resources that are allocated to various devolved units depending on the policy, and there is a significant negative relationship between resource mobilization, fund utilization, and regional disparity. However, it was noted that the region has not yet achieved optimal financial allocation, mobilization, and use of the money. The study also found that devolution might have made regional disparities in public expenditure and economic results worse, which would have limited community empowerment.

### **5.1.2 Human Resource Capabilities**

The study's human resource capabilities variable had an average value of 3.76 and an average SD of 1.4244, indicating how much human resource capabilities influence the success of community

empowerment projects. The dependent variable, predictor component, and human resource capabilities in a regression study were all indicators of how well community empowerment initiatives were working. A shift in human resource capabilities of one unit may account for 43.1% of the variance in community empowerment project performance, according to the regression study's results, which show a fundamental relationship between human resource capabilities and project performance ( $R = 0.595$ ).

This relationship also has an  $R^2$  value of 0.431.  $F = 56.864$  shows that human resource capabilities have a significant impact on how well community empowerment projects perform, indicating that the model appropriately accounts for the data and that human resource capabilities have a significant impact on how well community empowerment projects perform. When the dependant variable is predicted with accuracy by the regression model, the significance level is less than 0.05, or 0.000. The results of the study show that Kwale County has significantly increased the effectiveness of community empowerment initiatives by utilizing human resource capacities. The results show a significant correlation ( $p < 0.05$   $P = 0.01$ ) between the effectiveness of community empowerment projects and human resource skills. Given this, the human resource capabilities technique values are statistically significant ( $t = 7.480$ ), indicating that performance should improve if the mean index of human resource capabilities is raised by 0.644 points.

The model demonstrates that the effectiveness of community empowerment initiatives in Kwale County is positively impacted by human resource capabilities. The study's findings are in line with the findings of other researchers' multiple investigations, such as the Muraga (2015) study, which discovered that improving human resource capacity can make valuable resources with the appropriate qualities and improve any organization's performance. Furthermore, by lowering operating costs and seizing opportunities and threats, human resource competence generates a competitive edge and improves performance.

According to the Wan (2016) study, there is a strong positive correlation between staff competences, attitudes, experiences, and the outcomes of community empowerment initiatives in terms of workers' dedication, job satisfaction, and productivity. However, this study showed that a certain strategic human resource is needed for a given organization performance indicator. Dimba and K'Obonyo (2018) found a clear correlation between an organization's performance and

its strategic HRM practices. According to Kehoe and Wright (2020), a company needs to utilize the correct competencies in order to deploy or utilize human resources in an efficient manner.

### **5.1.3 Public Participation**

To determine how community empowerment projects succeed in relation to public engagement, the public participation research variable's total mean was 4.29, and its standard deviation was 1.4878. This illustrates the substantial impact that public involvement has on the outcomes of community empowerment initiatives. Public engagement was the predictor element in a regression study, with community empowerment project performance as the dependent variable.  $R^2 = 0.410$ , which indicates that a unit change in public participation may explain 41% of the variation in performance of community empowerment projects, and  $R = 0.547$ , which indicates that public participation and the performance of community empowerment projects are fundamentally associated.  $F = 50.702$  shows that public participation significantly affects the performance of community empowerment projects, demonstrating that the model adequately accounts for the data and that public participation has a large impact on Kwale County's community empowerment projects. When the regression model's significance level is 000, the dependent variable is highly predicted, which is less than 0.05.

The study's findings on whether the performance of community empowerment projects has been significantly impacted by the adoption of public participation. The findings show that public participation and the performance of community empowerment projects are significantly related ( $p < 0.05$ ,  $P = 0.01$ ). Due to the statistical significance of the public participation values ( $t = 7.121$ ,  $p < 0.05$ ), a rise in the mean index of public participation should result in a 0.586-unit (58.6%) improvement in the performance of community empowerment projects. The model demonstrates how public participation in Kwale County favourably impacts the performance of community empowerment projects. Other public participation studies, such as those of, provide evidence to support the present conclusions. The Ndung'u (2014) research study indicated that county governments are mandated to provide citizens with public goods and services using the financial resources provided by the state.

The Kugonza (2016) study found that public awareness and contribution had a positive impact on the authority's ability to offer services to the community. Specifically, the study found that these aspects enhanced building trust between the community and local authority, created equality

among community members, and created openness, which enhanced integrity and honesty with the leaders.

Opiyo, Guyo, Moronge, and Odhiambo (2017) discovered a connection between effectiveness of decentralized leadership systems in Kenyan counties and feedback mechanisms. The study also found that better performance can be enhanced by creating a successful execution of decisions by allowing public participation. Additionally, proper supervision and assessment of public participation through feedback mechanisms are paramount to enhancing performance. Basic education and proper means of communication are needed to facilitate communication from national government to the county level, then to sub-counties, and finally to the local community.

Wacera's (2019) findings showed that there is little evidence that community involvement in county development procedures empowers citizens to participate. Moreover, the enhancement of citizen participation in budget implementation has helped to improve resource allocation, and the citizens involved are willing to monitor the impacts the projects would have on the economic wellbeing of their citizens.

#### **5.1.4 Leadership Accountability**

Leadership accountability was a research variable with a mean SD of 1.496 and an overall mean of 4.19; this suggests that leadership accountability has a considerable impact on the performance of community empowerment projects. In a regression analysis, the performance of community empowerment projects was employed as the dependent variable, with leadership accountability acting as the main predictor. Leadership accountability and the performance of community empowerment projects are fundamentally linked. Regression analysis also showed a relationship with  $R = 0.441$  and  $R^2 = 0.294$ , indicating that a unit change in leadership accountability can explain 29.4% of the variation in the performance of community empowerment projects.  $F = 27.210$  shows that leadership accountability significantly affects the performance of community empowerment projects, demonstrating both the model's good fit to the data and the importance of leadership accountability to the performance of community empowerment projects. The dependent variable is thus significantly predicted by the regression model at a significance level of .000, which is less than 0.05. The results show that leadership accountability and the performance of community empowerment projects have a substantial correlation ( $p < 0.05$ ;  $P = 0.01$ ). Due to the statistical significance of the leadership accountability values ( $t = 5.216$ ,  $p < 0.05$ ), a rise in the

leadership accountability's mean index should lead to a 51.2 percent improvement in the performance of community empowerment projects. The regression model used to interpret the data on the performance of community empowerment projects is equal to 1.938 plus 0.512. The model depicts how Kwale County's leadership accountability affects the performance of community empowerment projects.

The results are in agreement with other studies, such as the Kimenyi and Meagher (2018) study, which found that the function ability of the devolved structures requires good leadership who listens to the voice of minority groups as well as collaboration with them in decision-making. Devas and Grant's (2020) study found that accountability was vital in determining the officers during the voting. Evidence suggests that Indian voters evaluate candidates for local elections of their leaders based on accountability information. This has resulted in incomplete information, lengthy funding releases, inappropriate accounting requirements, strict funding use restrictions, unethical behavior, under-qualified staff, and insufficient oversight.

Khemani (2021) indicated that there is inefficiency in the county governments, which has brought about widespread corruption among the senior politicians who are opportunistic. and lack of other essential elements such as the establishment of a good structure and legislation for decentralization that are not implemented or enforced with seriousness. This had posed a lot of challenges to the proper implementation and success of the interventions at the county level, as indicated by numerous community projects that did not bring the needed impacts to the community.

### **5.1.5 Performance of Community Empowerment Projects**

The total mean score of 3.66 and SD of 1.486 show that the financial resources, human resource capabilities, public engagement, and leadership accountability strategies all have a significant impact on the success of community empowerment programs in Kwale County. Regression analysis was used to predict the organization's efficacy and the outcomes of its community empowerment initiatives. Based on the findings, there is a good correlation of  $R = 0.648$  and  $R^2 = .568$ , indicating that modifications to all predictor factors may account for 56.8% of the variation in organizational the results of  $F = 24.210$  show that the model adequately explains the data and that the performance of community empowerment programs is significantly impacted by competing strategies. These data demonstrate that all predictor variables have a statistically significant effect on how well community empowerment initiatives function. The dependent

variable is significantly predicted by the whole regression model at the significance level of 0.000, or less than 0.05.

The study demonstrates that the performance of community empowerment initiatives in Kwale County is considerably enhanced by predictor factors.  $P = 0.01$ ) and ( $p = 0.05$ ) The data indicates a clear connection between successful rivalry tactics and corporate success. As a result, the predictor variable values are statistically significant at  $p.05$ , indicating that the mean index of predictive dynamics should be rising community empowerment project performance. This gives an overview of the results. The model demonstrated that public participation, financial resources, and human resource capabilities had the largest effects on the performance of community empowerment projects and were the least effective for enhancing effective performance of these projects. The results concur with those of other studies, including Nyaga, Wasike, and Mote (2021), Kithinji (2019), Akello and Atambo (2016), and Njeru's (2015).

## **5.2 Conclusion**

Adequate financial resources enable community empowerment projects to expand their scope and improve the quality of interventions. For instance, projects with sufficient funding can provide comprehensive training, better infrastructure, and high-quality materials, leading to more impactful outcomes. This could mean improved agricultural techniques, better health services, or enhanced educational facilities. Financial stability is crucial for the sustainability of community empowerment projects. Projects with secure funding sources are more likely to achieve long-term success and create lasting benefits. Projects that struggle with intermittent or insufficient funding may face challenges in maintaining activities, leading to reduced impact over time.

Effective use of financial resources allows for proper capacity building and resource allocation. Funds can be invested in training local leaders, improving project management, and ensuring that resources are directed where they are most needed. Projects that allocate funds efficiently are more likely to build local capacities and address community needs effectively. Financial resources can also influence community engagement and participation. Projects with adequate funding can offer incentives or support to encourage active community involvement, while underfunded projects might struggle to engage the community effectively. Strong community participation is essential for the success of empowerment initiatives.

The proficiency and expertise of project staff and volunteers directly affect the quality of project implementation. Well-trained and skilled personnel can effectively manage resources, design and execute interventions, and adapt to challenges. Projects with capable human resources are more likely to achieve their objectives efficiently and deliver meaningful results. Human resource capabilities facilitate capacity building and knowledge transfer within the community. Skilled project leaders and trainers can provide valuable education and support, empowering local individuals with the skills needed to sustain and expand project initiatives. This capability enhances local ownership and increases the likelihood of long-term success.

Strong leadership and effective management are crucial for guiding community empowerment projects. Leaders with experience and competence can navigate complex challenges, foster teamwork, and ensure that projects stay on track. Effective leadership helps in strategic planning, problem-solving, and maintaining project momentum. Human resource capabilities impact the level of community engagement and support for projects. Skilled and empathetic project staff can build trust, communicate effectively, and motivate community members to participate actively. Projects that engage the community effectively are more likely to receive local support and achieve better outcomes.

Projects that actively involve the community tend to foster a sense of ownership and commitment among participants. This increased ownership leads to higher levels of engagement, accountability, and sustained support for project activities, which is crucial for long-term success. When community members are involved in decision-making processes, projects are more likely to address local needs and priorities effectively. Public participation ensures that the interventions are tailored to the specific context of Kwale County, making them more relevant and impactful.

Public participation enhances transparency and builds trust between project implementers and community members. When people are included in decision-making processes, they are more likely to perceive the project as fair and trustworthy. This transparency helps in overcoming resistance and gaining broader community support. Engaging diverse community members brings in various perspectives and ideas, which can lead to innovative solutions and more effective problem-solving. Leveraging local knowledge and experiences can enhance the project's ability to address complex issues and adapt to changing circumstances.

Leadership accountability is crucial for proper management and utilization of resources. Accountable leaders are more likely to use financial and material resources judiciously and avoid mismanagement or corruption. This effective resource management helps in achieving project objectives and ensuring sustainability. When leaders demonstrate accountability, they build trust and gain the support of the community. This trust is essential for fostering collaboration, encouraging active participation, and securing local buy-in. High levels of trust and support can lead to better engagement and more successful project outcomes.

Accountable leaders promote transparency and regular reporting, which are essential for tracking project progress and addressing issues promptly. Transparency in leadership helps in identifying and resolving challenges early, thereby improving project performance and stakeholder confidence. Challenges such as lack of clear accountability structures, limited oversight, and potential corruption can undermine leadership effectiveness. Addressing these challenges is vital for ensuring that leadership accountability contributes positively to project performance.

### **5.3 Recommendations**

The county of Kwale should adopt sound financial management practices, including detailed budgeting, regular financial reporting, and transparent accounting procedures. This helps in tracking expenses, preventing mismanagement, and ensuring that funds are used effectively. Regular financial audits should be conducted to assess the accuracy of financial records and ensure that funds are used in accordance with project objectives. External audits can provide additional credibility and accountability.

According to the research, all relevant parties-including the federal and local governments-should have a well-defined plan in place for how they intend to fund their community empowerment initiatives. This would ensure that the projects are finished in the way required to meet the predetermined objectives. The research also recommends that the various financing possibilities be routinely evaluated by the national and local governments, who are stakeholders. To prevent rolling out already-planned programs that might not perform well in some places, governments and other stakeholders are urged to integrate a beneficiary that will implement the performance of community empowerment projects throughout the project design phase. The national and county governments and other stakeholders should assess and distribute the contingency funds set aside

for risks by including anticipated hazards in the project plan and outlining potential mitigation strategies.

The county of Kwale should develop strategies to recruit skilled individuals who have relevant experience and expertise. Use targeted recruitment campaigns and offer competitive compensation and incentives to attract top talent. The county should also create supportive work environments and career development opportunities to retain experienced staff and volunteers. Consider providing performance-based incentives, recognition programs, and opportunities for career advancement.

The effectiveness of aquaculture projects is heavily influenced by the beneficiaries' understanding of the objectives; thus, project teams should be sure to prepare adequately for labor requirements. To guarantee managers operate the program effectively, there should be sufficient involvement in the need analysis before the program's launch and an appropriate explanation of the time schedules for the program's operations.

The county of Kwale should design and implement engagement plans that ensure diverse community groups, including marginalized and vulnerable populations, are included in project activities. Use various methods such as community meetings, focus groups, and surveys to gather input from a wide range of stakeholders. The county should conduct awareness campaigns to inform community members about the project's objectives, benefits, and their roles in the process. Educating the community on the importance of their participation can lead to more active and informed involvement.

According to the study's recommendations, the county administration of Kwale and the national government must develop stronger regulations to guarantee proper monitoring and assessment procedures are followed. Clear reporting and feedback follow-up, regular stakeholder communication, and experience-based lessons are some of these strategies. It should raise awareness of its documented monitoring and evaluation plans and processes in order to enhance successful community projects and prompt remedial action.

The county of Kwale should encourage leaders to model ethical behavior and accountability in all aspects of project management. Ethical leadership fosters a culture of integrity and responsibility

among project staff and stakeholders. The county should also acknowledge and reward leaders and team members who demonstrate strong accountability and performance. Recognition and incentives can motivate individuals to maintain high standards and take ownership of their roles.

#### **5.4 Suggestions for Further Studies**

The study suggest further investigation of additional variables not examined in this study, such as monitoring and evaluation, management support, technology, and team qualification, among others, to be considered as the variables under study.

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## APPENDIX 1: LETTER OF INTRODUCTION

Josephat Chirema  
Management University of Africa  
School of Management and Leadership,

Dear Respondent,

### **RE: Request for data collection for academic research projects**

I am a post graduate student at the Management University of Africa (MUA) currently undertaking my research. The research topic is **DEVOLUTION OF GOVERNMENT SERVICES AND PERFORMANCE OF COMMUNITY EMPOWERMENT PROJECTS IN KENYA: A SURVEY OF COMMUNITY EMPOWERMENT PROJECTS KWALE COUNTY**. Attached is a questionnaire developed to enable achievement of the study objectives and offer recommendation to address the problems at hand. I am therefore requesting you to participate in this study by giving the relevant information related to the questions to the best of your knowledge.

All the information provided was treated with a lot of confidentiality and used or this research purposes only. Additionally, the research findings and recommendations was made available for your use to improve the system put in place. Your participation and responses was highly appreciated. Thank you for taking your time to fill all the questions in the questionnaire.

Thank you in advance.

Yours sincerely,

Josephat Chirema

## APPENDIX II: RESEARCH STUDY QUESTIONNAIRE

The questionnaire below contains the questions related to the study objectives. It is divided into two sections: the first one soliciting background information and the second sections seek information related to the various study variables including the financial resources, human resource capabilities, public participation and leadership accountability. Please spare some time and provide the appropriate responses as per your opinion.

### PART ONE: BACKGROUND INFORMATION

Tick (✓) on the options that you think it best describe the issue asked.

1. Kindly state your gender:

Male

Female

2. Indicate your age bracket (in years):

Below 20 years

21-30 years

31-40 years

41-50 years

51-60 years

Over 60 years

3. Indicate your highest level of education:

Primary certificate       Secondary certificate       Diploma

Certificate       Bachelors' degree       Postgraduate degree

Other (Specify) .....

## PART TWO: QUESTIONS RELATED TO THE STUDY OBJECTIVES

### Item on Financial Resources:

Using a Likert scale of 1 to 5 where: 1 = Strongly agreed; 2- Agree; 3 = Weekly agreed; 4 = disagreed; 5 = Strongly disagreed

Rate the extent to which you agree on disagree with the following statements related to financial resources

<b>Financial Resources</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Central government allocate adequate finances to the projects in various Counties					
Local government have put up mechanisms to mobilise financial resources for the local projects					
Local government depends on allocation from national government to run their operations					
Funds allocated to projects are well managed by the office in charge of projects					
County projects have adequate financial resources					

**Human Resource Capabilities:**

Using a Likert scale of 1 to 5 where: 1 = strongly agreed; 2- Agree; 3 = Weekly agreed; 4 = disagreed; 5 = Strongly disagreed

Rate the extent to which you agree on disagree with the following statements related to human resource capabilities

Items	1	2	3	4	5
Project team have project management skills required to run the projects					
Staff have knowledge on project management					
Need assessment is conducted to identify the training needs to county personnel in charge of projects					
Frequent trainings are conducted at the county levels in relation to project management					
County government offer incentives to staff to motivate them					

**Public Participation**

Using a Likert scale of 1 to 5 where: 1 = Strongly agreed; 2- Agree; 3 = Weekly agreed; 4 = disagreed; 5 = Strongly disagreed

Rate the extent to which you agree on disagree with the following statements related to devolved public participation

Items	1	2	3	4	5
County government offers clearly spelt out functions to enhance public participation					
Community is engaged in decisions making in relation to the undertaking affecting them					
Community contribute labour for undertakings					
Community is royal to pay their levy on time					
Community participates in preparation of County budget on community projects					
Community monitors the projects intended to empower the public					

### Leadership Accountability

Using a Likert scale of 1 to 5 where: 1 = Strongly agreed; 2- Agree; 3 = Weekly agreed; 4 = disagreed; 5 = Strongly disagreed. Rate the extent to which you agree on disagree with the following statements related to leadership accountability

Items	1	2	3	4	5
Leadership have put measures to clearly spell out roles for various staff at the county levels in offering services to public					
There are available records of information at county levels					
There is transparency on use of resources allocated to County government					
Reports on expenditure at the County level are available and accessible					
County leaders have individual responsibility for accountability					

### Performance of Community Empowerment Projects:


Using a Likert scale of 1 to 5 where: 1 = Strongly agreed; 2- Agree; 3 = Weekly agreed; 4 = disagreed; 5 = Strongly disagreed


4. Rate the extent to which you agree on disagree with the following statements related to performance of community empowerment projects in Kwale County

Items	1	2	3	4	5
Community empowerment projects are completed as per the timeliness indicated in the plan					
The scope of the project is well specified, and a scope management strategy is in place for it.					
Stakeholders are involved in the identification, choice, planning, and execution of projects.					
Periodic reports on the condition of the project scope are produced and disseminated.					
Projects are carried out and evaluated in accordance with established goals.					

**Thank you for taking your time to fill the questionnaire.**


### APPENDIX III: RESEARCH NACOSTI PERMIT

  
**REPUBLIC OF KENYA**

  
**NATIONAL COMMISSION FOR  
SCIENCE, TECHNOLOGY & INNOVATION**

Ref No: **714078** Date of Issue: **03/November/2023**


**RESEARCH LICENSE**




**This is to Certify that Mr. JOSEPHAT KOMBO CHIREMA of The Management University of Africa, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Kwale on the topic: Devolution of Government Services and Performance of Community Empowerment Projects In Counties Within Kenya. A Survey of Community Empowerment Projects Kwale County. for the period ending : 03/November/2024.**

License No: **NACOSTI/P/23/31058**

**714078**  
Applicant Identification Number

  
Director General  
**NATIONAL COMMISSION FOR  
SCIENCE, TECHNOLOGY &  
INNOVATION**

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**APPENDIX IV: LIST OF COMMUNITY EMPOWERMENT PROJECTS IN KWALE  
COUNTY**

<b>S/N</b>	<b>PROJECT NAME</b>	<b>QUANTITY</b>
1.	Rehabilitation and Up Scaling of micro irrigation	1
2.	Promotion of food crops (Certified maize, Root Crops and Pulses)	20
3.	Rehabilitation and provision of seedlings for cash crops	1
4.	Establishment of demonstration farms for orchard and fodder	1
5.	Equipping of Agricultural Training Centre dining hall	1
6.	Equipping of Agricultural Training Centre hostels	1
7.	Purchase of pesticides and spray pumps (fall Army Worm)	20
8.	Complete overhaul of ten tractors (AMS Msambweni)	1
9.	Provision of four compressors	6
10.	Agricultural Mechanization services- fuel for tractors	1
11.	Rehabilitation of the Agricultural Mechanisation offices in Msambweni	1
12.	Promotion of breeding stock (Daily cattle, meat goat and beef)	20
13.	Establishment of apiaries	1
14.	Construction of a livestock market in Samburu Chengoni ward	1
15.	Equipping of the Kwale slaughter house in Tsimba Golini ward	1
16.	Perimeter wall fencing of the Kinango slaughter house	1
17.	Vector control -provision of acaricides and repellents	20
18.	Clinical services- provision of treatment drugs and logistical support	20
19.	Construction and operationalisation of two dips (Mbegani and Sapo)	2
20.	Vaccination programme (Vaccines provision and Logistical support)	1
21.	Support to AI and Synchronisation (Liquid Nitrogen, Bull semen, Hormones and Logistical supports)	1
22.	Rehabilitation of operational dips-Vyongwani in Tsimna Golini, Majimoto in Kubo South and Magoma in Ramisi Ward	3
23.	Procuring of assorted fishing accessories in Vanga	1

24.	Rehabilitation of Landing site-Chale Jeza	1
25.	Support to sea weed (Pongwe Kikoneni, Ramisi and Konondo	4
26.	Construction of a landing site house for Mwandamu BMU in Ramisi Ward	1
27.	Rehabilitation of county Agriculture and Livestock offices and tiling of offices	1
	<b>TOTAL</b>	<b>133</b>

Source: Kwale County Economic Planning Division (2024)

APPENDIX V: NACOSTI

  
REPUBLIC OF KENYA

  
NATIONAL COMMISSION FOR  
SCIENCE, TECHNOLOGY & INNOVATION

RefNo: **714078** Date of Issue: **03/November/2023**

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